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ABSTRACT

Intended for the career serviceman, this booklet attempts to provide the retiree with workable solutions to his own retirement situation and to assist him in resolving the transition between military and civilian life. The four steps the serviceman must take in approaching second career employment are given as follows: (1) review his experience, (2) develop his civilian employment objectives, (3) prepare for his job search, and (4) negotiate for his employment. Section 1 of the booklet discusses step (1); Section 2 concerns step (2); Sections 3 and 4 relate to step (3); and Section 6 provides information on step (4). In Section 5 of the booklet, agencies and activities, both Government and private, that can assist the retiree in obtaining employment are indicated and briefly discussed. In the final section, number 7, the effect that the transition from military to civilian life will have on the retiree's family is considered. Five appendices contain the following material: A. State and Local Government Positions; B. Education and Education Services; C. Management Assistance Program; D. Franchises; E. Sales Occupations; and F. Professional and Social Service Organizations. (DB)

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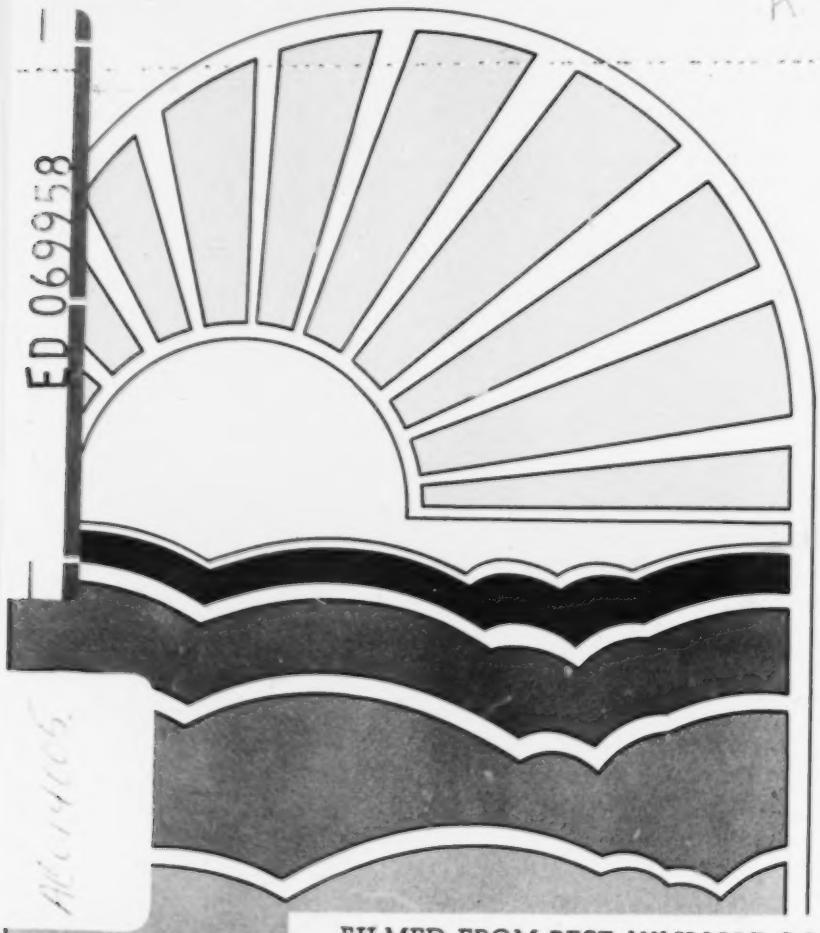

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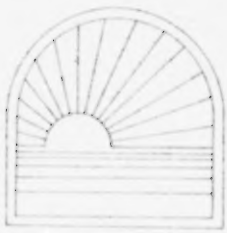

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Second Career Planning
for Military Retirees

Office of the
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Manpower and Reserve Affairs

March 1972

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forward

This booklet is addressed to the career serviceman, a competent and proven individual who, as he approaches retirement from the military service, is confronted with a task he has never had to do before—organize for entry into a second career.

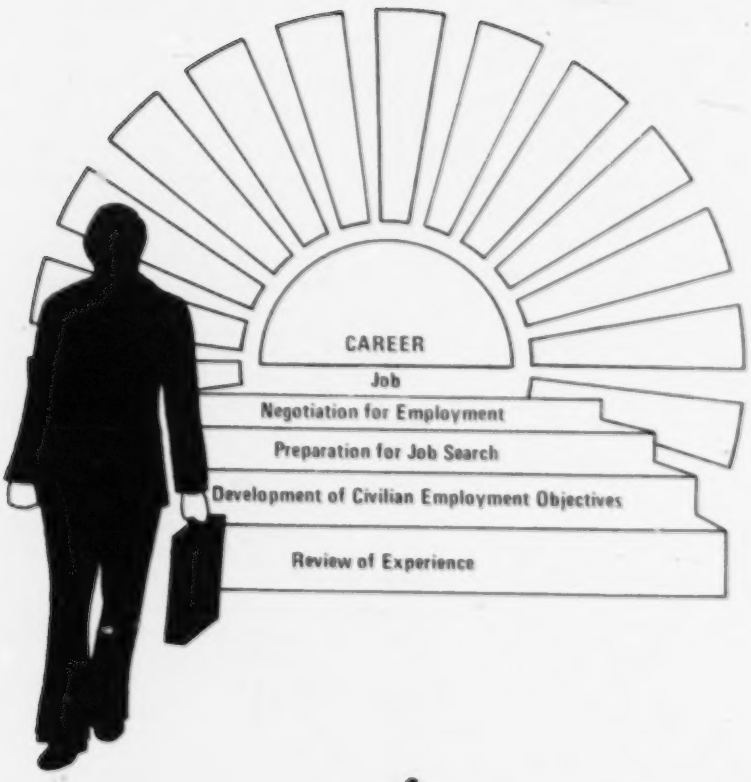
I am confident that those for whom this booklet has been written will address themselves to civilian life with the same qualities of self-reliance they applied to their military responsibilities; that they will use the information provided by these pages to embark upon new and rewarding careers; and that they will use the counseling and referral services available to them in clarifying and giving effect to their future efforts.

Your association with the National Government will continue beyond your retirement; its numerous Departments and Agencies, many of which are specifically mentioned in this booklet, will remain ready to assist you. Wherever you locate, you will acquire the services of State and local governments. These are also pointed out in the pages that follow.

The termination of a long and honorable military career is a starting point toward further personal satisfactions, whether they are in industry or commerce, education, or public service.

On behalf of your Government, I offer my thanks for your past service and Godspeed for your future life.

Roger T. Kelley
Assistant Secretary of Defense
Manpower and Reserve Affairs


CAREER
Job
Negotiation for Employment
Preparation for Job Search
Development of Civilian Employment Objectives
Review of Experience

preface

Each part of this booklet is designed for practical use by the military retiree. It is not expected that its entire contents will be applicable to all individuals, nor that the information it contains will completely satisfy the requirements of any one person. Each man must answer certain questions for himself, perhaps with the assistance of a professional counselor.

It is intended that this booklet provide the retiree with workable solutions to his own retirement situation and assist him in resolving the transition between military and civilian life.

In approaching second career employment, the serviceman must take four steps:

- ☐ First, review his experience (Section 1).
- ☐ Second, develop his civilian employment objectives (Section 2).
- ☐ Next, prepare for his job search (Sections 3 and 4).
- ☐ Finally, negotiate for his employment (Section 6).

Taken one at a time, and at a pace which allows for adequate reflection and information gathering, these steps will bring the second career within reach, steadily and surely, until it can be grasped.

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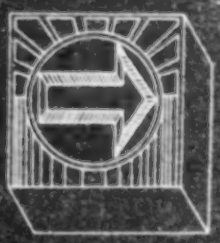
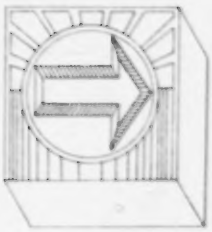


INTRODUCTION



The year you retire, whether it is this year or the next, you will join more than 60,000 other men who are entering civilian life after completing their military careers.

Like yourself, they will have numerous advantages, both as veterans and as military retirees. They will face the same problems you will:

- ☐ Choosing a new career.
- ☐ Finding where their talents are wanted, with adequate pay, and in a locality satisfactory to them and their families.
- ☐ Adjusting to the civilian world, learning the civilian job market, getting accustomed to new terms and methods of operation, and finding out how to present themselves to their best advantage in civilian life.

The purpose of this guide is to reduce your problems and make the transition from military to civilian life as smooth as possible for you.

The transition period between being a career military man and a civilian is not the day of retirement. Retirement day—"R-Day"—is just about in the center of a period that may last as long as 4 years. At least half of this period is during the last 2 years of your military service. The other half is in your second career, following retirement, when you may still be searching for the right slot and may still need assistance.

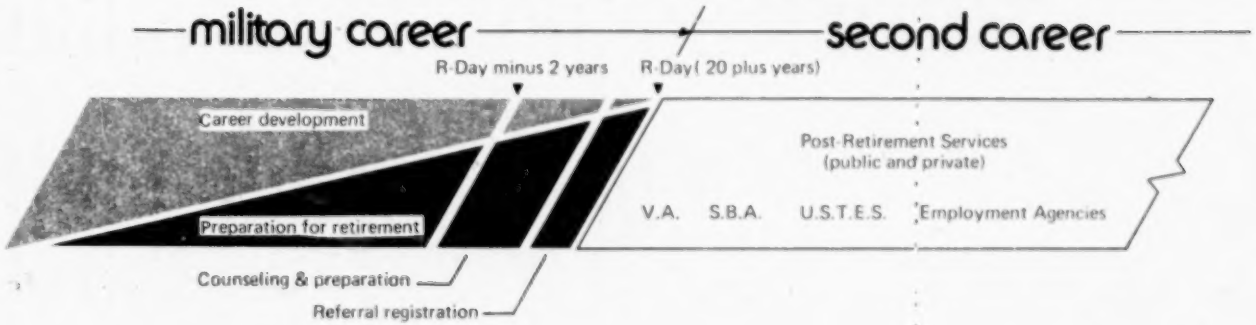
Look at it this way:

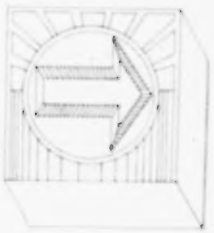
R-Day minus 2+ years: You are a career military man. Your career has developed to the point where you are a senior officer or NCO and it will continue until the day you retire, with added experience and perhaps with the addition of skills you have not acquired before. Meanwhile, you know, or feel, that your military career is coming to an end; so, you begin to think about what you are going to do after you leave the service and begin to prepare for it.

R-Day minus 2 years: By this time, the date of R-Day is more definite and you have started to make more definite retirement plans. Sometime in the next 2 years, you will find a need for guidance, for professional counseling, and assistance in preparing for your future.

R-Day minus 6 months: You become eligible to register with the Department of Defense REFERRAL Program. By this time, you may have been counseled, refined what you want to do (and are able to do)

PLANNING FOR A SECOND CAREER





- ☐ The Veterans Administration
- ☐ The United States Training and Employment Service
- ☐ Public services (State and local government facilities)
- ☐ Private postretirement services

Such is the normal sequence for each of the many men who retire from the Armed Forces each year.

The most important step—one you can begin now—is a candid review of your own experience. You will find such a review of greatest advantage if you do it before you leave the service and before you have made a decision on what you are going to do in civilian life. You can do much of this review yourself, but few men can do all of it by themselves. You probably will need a counselor after your first efforts at reviewing yourself. Such counselors are available to you in the service, for guidance in this task.

into some definite civilian employment objectives, and are ready to try a selected second career. The REFERRAL Program is designed to bring you into contact with employers. It is described briefly on page 5.

R-Day: Your day of retirement, after 20 or more years of military service. You may or may not have established exactly what you want to do, or found a specific job in a selected career, but you know how it is done and where to go for further assistance.

R-Day plus 2 years: For a while, during this period, you are more a military man than you are a civilian. After 20 or more years in uniform, your total adjustment to civilian life will take more than a few months. During this time, you may change jobs, or even change careers. What you learned about career selection and jobseeking before retirement will remain useful. The services available to you as a retiree will continue to help you:

The Counselor

The counselor's job is to offer you his professional assistance. He is not a miracle worker. He will not be able to find you a job, but can help you find one for yourself. He will not make decisions for you, but he will be able to help you see yourself more clearly than you can alone. His time is available to help you with your problems, but you can save your own time—and his time—by thinking through your problems and assets before talking with him.

Counseling within the services will include the opportunity to register with the Department of Defense REFERRAL Program mentioned earlier. REFERRAL is a service offered to you as a prospective retiree; it is entirely voluntary.

The REFERRAL Program

One of the major keys to your transition to civilian life is -- contained in the Department of Defense REFERRAL Program. This program is designed to assist in the employment of all military retirees. It provides for counseling services before retirement, and voluntary registration into a computerized system that matches men and jobs on a nationwide basis.

To the individual, the REFERRAL Program means providing accurate information on a registration form that will permit computer storage and retrieval of his personal data. This information will be stored in the computer for subsequent matching with job opportunities as they are received. Employers will be notified of your qualifications and desires whenever they match the jobs offered; employers interested in you and your talents will then be able to work directly with you for further information or an employment interview. This first step brings you into contact with a prospective employer. The rest is up to you.

To the employers, the REFERRAL Program provides a list of selected men who can fulfill the requirements of the offered jobs. Abbreviated resumes of the qualifications of these men, and information on how they can be contacted are received by the employers. Thereafter, each employer can communicate directly with the individuals he feels most suit his requirements.

REFERRAL does not guarantee jobs—it offers job opportunities.

Much of what is contained in this guide is directly applicable to the REFERRAL Program: the evaluation of his own military career that each man must make, sources of information about the job market, the techniques of business correspondence and personal resumes, and the elements of negotiating with an employer about a job position.

This guide is intended to help you plan your initial steps toward a second career and start you thinking about your long-range objectives.

The average man retiring from the services today can look forward to 20, 30, or more years of active and productive life. He cannot plan that many years ahead with the precision of a military operation. The social and physical environment, and the nature of jobs will change too rapidly to make the future certain. Individuals change and grow during such a period of time.

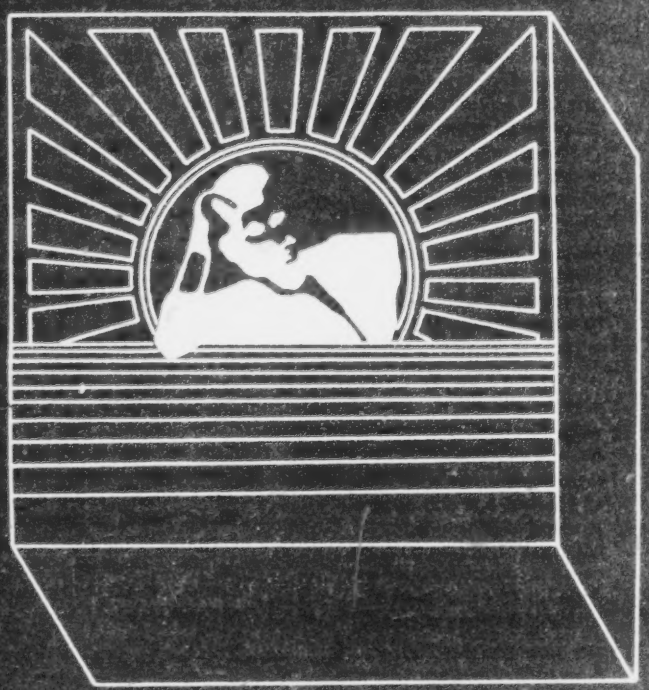
Many men who have never been in the Armed Forces have experienced the same change of career that you will encounter on retirement from the service.

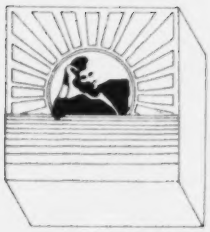
Some of these were closed out of careers which became obsolete, and forced into new careers. Some moved into new careers created by new technology. This is the world you are entering. Your plans must be flexible enough to follow opportunities as they arise.

In this guide, you will be asked to examine yourself and make some preliminary decisions on what you want from a second career.

With your cooperation, it will help you relate yourself to . . . Tomorrow.

SECTION 1
Who Are You?





To see yourself as others see you, look at some of the men of your rank and seniority:

- ☐ With few exceptions they are hale and hearty. The military life is not an easy one, and anyone who spends 20 or more years in it is pretty strong and sound—much more so than the average man his age in civilian life.
- ☐ Most of them are entering civilian life with an annual retirement income for the remainder of their lives.
- ☐ Every one is mature, experienced, well traveled, with established skills.
- ☐ Each has been a success in his military career, compared numerous times with men of his own age and experience, and promoted or retained on active duty because his qualifications were superior to other men of his rank and experience.
- ☐ All have exercised authority over others and know the responsibilities of leadership and supervision.

These are exceptional qualifications; you are an exception if you don't possess them all.

There are many other assets that can be added to these personal qualifications: special privileges as a retired military man on bases and other facilities, medical care, an established insurance program, dependents and survivor benefits, and perhaps some property or substantial savings.

Your own service will give you all you need to know about your continuing military status, your civilian status, the privileges you will retain, and the benefits you have earned. Much of that information has a bearing on what is in this guide, but it will not be repeated here in any detail.

There are also some disadvantages.

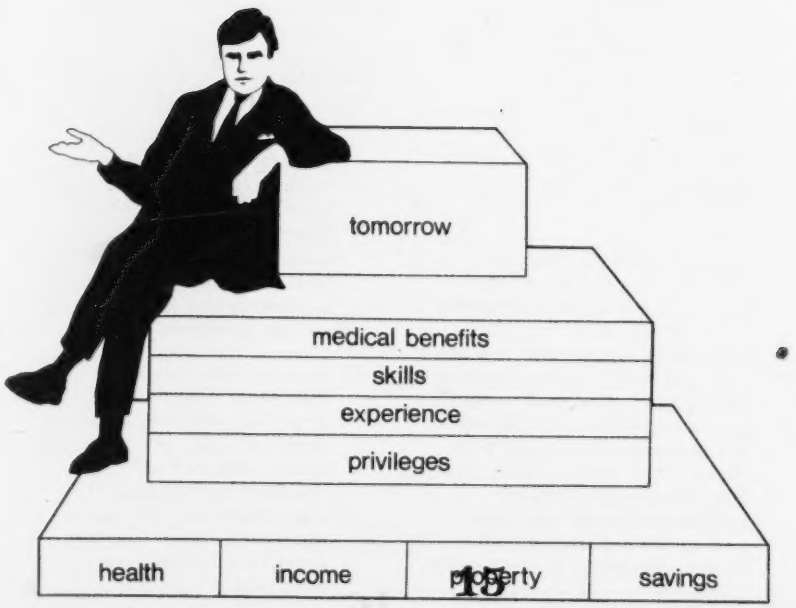
You are entering a different kind of world from the one that you have known for many years. You will have to adapt to it in your own way.

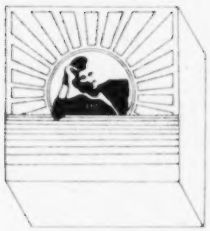
You are used to assigned tasks and specific deadlines, clear lines of authority, and easily identifiable rank and seniority.

You are used to integrity, in stating and hearing facts without much need for questioning them. Many of these things which you take as a matter of course are less precise and less obvious in the world outside of the military.

You have probably done many things for many years that do

Building on a firm foundation





not appear to have a direct relationship to any function outside the Armed Forces. What does a bomb disposal technician or an intelligence officer do in civilian life? How many jet engine mechanics or senior infantry officers can business or industry absorb each year?

You may even find it hard to communicate with others in speech or writing, with your vocabulary of military terminology.

You also may find that the decisions required of you in your personal life are something new and different. For a long time, what happened to you was largely dictated by your military status. What happened to your family during the same period was also a result of orders from above. Now, you will find that your decisions are largely independent ones, with your own future and that of your family affected by your personal judgment.

A Look In The Mirror

What you need first is a sincere examination of yourself. It is essential that you review your experience before making any decisions about your new career. Such a review will add to the wisdom of your eventual choice of career and serve you as a useful tool in your later search for employment and negotiations with employers.

Think over your abilities—what you do well and what tasks you do less well than others.

Think over your skills:

Technical skills are those skills concerned mainly with data or things, but include serving or treating individuals, as in physical therapy.

Organizational skills are those skills concerned with planning, organizing, directing, negotiating, and representing the activities of a group or organization.

- ☐ Prepare a list of the things you have done during your military career. A convenient form for this is provided on page 14 following. From such a list, a counselor will be able to relate your service experience and skills to civilian vocations.

- ☐ In going back over the things you have done, think about whether they represent technical skills, or organizational skills, or both. Remember that technical skills also include such things as speaking, writing, teaching, inspecting, reviewing, and analyzing. Organizational

skills include the management of funds.

- ☐ Think about what you have done the way a civilian would: were you a first-line supervisor, a mid-level manager, or an upper-level executive? A supervisor manages workers who are in direct contact with the means of production or the providing of services. A manager exercises control over supervisors and evaluates results. An executive is involved with long range programs, goals, and policies.
- ☐ Ask yourself what practical knowledge you have obtained during your career. What do you know about materials, equipment, procedures, techniques, or processes? How much initiative, adaptability, or judgment have you had to exercise? How much work have you had to delegate or coordinate? How much time have you spent in training other men to do things?

Try to look at your past military assignments a little differently from the way you saw them before, sifting out the abilities you displayed in each one. List them in the form shown on page 14 and examine them with further questions:

- ☐ What was the situation when you arrived and how did it change while you were there? How much did you affect that change? What job knowledge did you bring to that assignment? Were you specially trained for it, or did you have to prepare yourself for it before—or during—the assignment?
- ☐ What was your level of personal responsibility? Were you a first-line supervisor, mid-level manager, or upper-level executive in that particular assignment?
- ☐ What technical skills of a craft or profession did you use?
- ☐ What special skills, such as writing, speaking, or teaching, were associated with that assignment?
- ☐ What kind of managerial skills did you have to use:
  - Financial?
  - Control or system management?
  - Coordination?
  - Working with both industry and government?
- ☐ Did the assignment demand something from you in the way of personal skills: initiative, adaptability, versatility, or judgment?

Try listing your many military assignments, not in chronological order, but according to what you achieved by doing them. See if you can organize them so they show an

analysis of your experience. One example of this technique is shown on page 14 , it is only a demonstration, since each man has his own background and will end up with a different breakdown of skills and abilities.

The preparation of such a record, tailored to your own background, will summarize your occupational experience. You will find that you need this information in many ways and that it will be useful to you numerous times, both in your preparation for the job search and in the search itself.

This record will also let you get extra mileage out of your time spent with a counselor. He will be able to get down to significant topics and questions much sooner if he does not have to dig out the information already shown in convenient form. What you have developed can be used by both you and your counselor toward sound decisions related to your own future.

Financial Status

Along with your other considerations, examine your financial status; it, too, is a part of who and what you are.

- ☐ List your assets: savings, investments, equity in property, vehicles, personal property, and insurance policies at their real worth.
- ☐ List your liabilities: bills, mortgage balances, and other unpaid obligations.
- ☐ List your total estimated income after retirement, from all sources; compare it with known recurring annual expenses.

- ☐ Project your financial status beyond military retirement, considering such factors as: Federal income tax, State income and property taxes, education plans for dependents, major investments foreseen (house, automobile replacement, boat), travel and recreation plans after retirement, and cost of living index for potential locations.

Analysis of your financial status will show certain fixed costs and some nonfixed, or flexible, costs. These are important. Keep them and modify them as you make decisions that affect your figures: selection of location, estimated starting salary in your selected career field, or low-income period during training or educational preparation.

Counseling

It is not always easy for a person to look at himself with complete objectivity. Neither is it easy to locate and review all the material

ANALYSIS OF MAJOR MILITARY ASSIGNMENTS

SUPERVISION AND MANAGEMENT			
First-line Supervisor	Most Recent Assignment	Previous Assignment	Previous Assignmen
Planned and assigned daily work of others who were in direct contact with the means of production or services performed. Arranged work in accordance with prescribed procedures. Monitored the efficient use of personnel, the flow of work, and the backlog of work to be done. Originated and transmitted requests for supplies and services. Instructed subordinates in specific techniques. Provided on-the-job training and identified the needs for special training. Reviewed the work of subordinates during performance or after completion. Appraised subordinates' performance against established standards. Provided guidance on improvement of performance and on achievement awards.			
Mid-level Manager	Most Recent Assignment	Previous Assignment	Previous Assignmen
Planned operations over short-range periods. Established priorities and set deadlines for those periods. Adapted methods and procedures to meet changes in requirements and the available work force. Consolidated and justified requirements for supporting services. Assigned work to first-line supervisors to meet deadlines and balance the workload. Developed, explained, and enforced standards of performance and production. Reviewed completed work for quality.			

Mid-level Manager (continued)	Most Recent Assignment	Previous Assignment	Previous Assignment
Appraised the performance of first-line supervisors.			
Determined the training needs of the work force.			
Reviewed proposed personnel actions.			
Accounted for the effective use of resources.			

Upper-level Executive	Most Recent Assignment	Previous Assignment	Previous Assignment
Planned operations over a long-range period.			
Adapted methods and procedures to meet changes in the mission or internal organization.			
Coordinated budget requests from subordinate activities and justified the overall budget to top level management.			
Coordinated various operations of the organization. Established broad priorities and allocated equipment, material, and manpower.			
Approved quality and quantity standards.			
Reviewed the accomplishments of elements within the organization.			
Established or maintained the evaluation of performance and employee development programs within the organization.			
Exercised final action on personnel matters.			
Accounted for the efficient and economical operation of a major organization and the attainment of its goals.			

TECHNICAL SKILLS

Show specific tools, measuring devices, and equipment used; materials worked on; procedures and methods followed; problems solved.	Most Recent Assignment	Previous Assignment	Previous Assignme
Electronic-mechanical			
Mechanical Power Equipment			
Precision Tools			
Computer–ADP			
Personnel Training			
Health and Medical			
Communications			
Transport or Traffic Control			
Business Management			
Procurement and Supply			
Scientific and Professional			

SPECIAL SKILLS

	Most Recent Assignment	Previous Assignment	Previous Assignme
Writing			
Teaching			
Speaking to Groups			
Foreign Language Capability			
Private Industry Contacts			

PERSONAL SKILLS

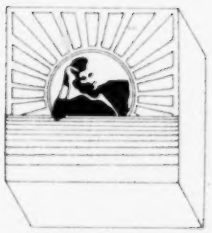
Started New Activities	Most Recent Assignment	Previous Assignment	Previous Assignment
What was the situation when you arrived? What was the situation when you departed? How were you responsible for the changes?			
Handled Peak Loads and Changing Demands	Most Recent Assignment	Previous Assignment	Previous Assignment
Describe how you managed overload and coped with stress.			
Made Major Decisions—What Was At Stake?	Most Recent Assignment	Previous Assignment	Previous Assignment
In dollars: In amounts of material: In personnel: In risk:			

AWARDS

Indicate the basis for special recognition	Most Recent Assignment	Previous Assignment	Previous Assignment
Letters of Commendation Letters of Appreciation Civic Recognition Organizational or Fraternal Awards Honorary Memberships Honorary Degrees Scholarships			

PEAK EXPERIENCES

	Most Recent Assignment	Previous Assignment	Previous Assignment
What attainments during your military career gave you the most personal satisfaction?			



that can be useful in comparing military assignments to civilian occupations. These are functions in which you can use the help of a counselor to find the abilities you take with you into civilian life. Your service can provide such counseling; so can the Veterans Administration; so can other Government or private agencies starting on page 56.

Your service counselor—and the others in varying degrees—can do certain things for you:

- ☐ Use the several service manuals that describe military specialities and relate them to civilian occupation lists produced either by the services, or by the U.S. Department of Labor.
- ☐ Find out, by talking with you and reviewing your service record, the technical or organizational skills you have that may not show up in your own self-examination.
- ☐ Identify the abilities you have developed during your military career and relate them to civilian opportunities.
- ☐ Relate the level of your military experience to similar levels in business and industry that may be unfamiliar to you.
- ☐ Advise you on career fields in civilian life that best match your abilities and desires.

A counselor can assist you in these many ways, but he is neither you nor God. It would take him years to know as much about you as you already know about yourself. He is not all powerful and he is not all wise. He can help you with specialized knowledge and specialized resources, but he can help you best if you have come to grips with some of the problems and circumstances of your own retirement before ever talking with him.

There are things a counselor cannot do:

- ☐ He cannot guarantee you a job. This is something that must be done by you, with his help, but the major part of the task is yours.
- ☐ He cannot act as your secretary. The clerical work, the writing of your resume, the library research, and the correspondence must come from your own resources, not his. He can guide you and advise, but the actual mechanics of your job search is your own affair.
- ☐ He is not responsible for the accuracy of information you put in your REFERRAL registration form, your resume, or other documents involving your own personal background. Accuracy is important, but it must be assumed as your own responsibility.

You will find that your counselor will try to think with you, not

apart from you. His is not a paper-work job, it is working with people like yourself. He may ask questions, but will want you to do most of the talking. He needs what you already know before he can help you on your way by: focusing you on some general or specific objective, considering the alternatives open to you, clearing up some of the things that may be troubling you, and by fixing in your own mind the qualifications you have that mean something in civilian life.

Your Counselor Can Help You . . .

- ☐ formulate an employment objective. . .
- ☐ explore all the alternatives open to you. . .
- ☐ prepare a resume which presents your qualifications. . .in terms of what you can do for an employer
- ☐ locate information about employment.

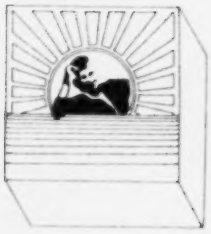
Your counselor can help you do these things; he cannot do them for you.

Anxieties

One of the more difficult things to recognize and face up to is the natural concern of most men on making such a fundamental change in their way of life as you will make on retirement from the Armed Forces. Most probably, the subject will come up at some time during your discussions with a counselor. It is something else you should think over before getting down to the actual counseling. What disturbs you the most about leaving the service?

- ☐ Is it the fact of living in the civilian world as a civilian after so many years of military life?
- ☐ Is it losing the clear and well-defined social structure of the military and going into an environment where it's no longer easy to know who is who?
- ☐ Would you like to stay in the military service, or at least continue to work for the government, but feel yourself frozen out of these occupations by regulations or laws?
- ☐ Are you unsure of civilian seniority rules, retirement systems, and policies concerning middle-aged men getting and holding jobs?
- ☐ Do you feel that you lack an appropriate skill for the transition to civilian life?

There are similar questions that can be asked, each related to some sense of uneasiness about leaving the service or entering civilian life. Whatever causes you concern is worth a further examination.



Some of the problems may be cleared up by information—facts. For instance: the question of continued Government service as a civilian can be specifically resolved by official information on dual compensation laws available at any military post or station. Restrictions on your activities as a civilian with retired military status are explained in detail in directives available to you at any military installation. There are other references, a number of them mentioned later in this booklet, that provide reliable information on civilian business and industry, cost of living in various areas, tax rates in the several States, union and industry fringe benefits, and other matters that may trouble you only because of their unfamiliarity.

Less easy to define, or resolve, are the anxieties about leaving the service because you have been satisfied with the life it offered and feel you are losing something important to you on your departure. If such is the case, you still have to face the fact of leaving the service; face yourself, also, and try to determine what your problem—your "hang-up"—is. Perhaps some of the following information will help:

- ☐ Many men have found satisfaction in the service because it offered them stability. For some, it was the knowledge that there are no layoffs in the sense that they occur in civilian life. For others, the service gave them the stability of performing tasks they considered important, responsible, creative, and demanding. For some, service life strengthened and supported them; the uniform added self-respect and meaning to what they were doing; they appreciated the authority and direction they received, the specific orders on where to go and what task to perform, and the instructions on what to wear at given times, or how to conduct themselves in given circumstances.
- ☐ Many men have enjoyed the upward climb, the competition, and the rewards of satisfactory service that carried them to the top of their profession. It is not easy for these to start over again in a new career, losing much of what they have earned in the way of status and self-satisfaction. These men feel like a whale being turned into a minnow.
- ☐ A number of men retire each year as a result of failure of selection for promotion, in the case of officers; or of having received lower performance ratings in recent years. These are shocking events to men who have been in the high group for many years. It mars their confidence at precisely the time they need confidence and often

results in bitterness toward a system to which they have given many years of loyalty.

The married man of the age at which most men retire from the services may have additional circumstances that add to the personal problems of retirement. His wife will have some views of her own on the conversion from military life to civilian life: where to live, how to live, what kind of home to have, what kind of income will be required. This may be a trying time for her, too, and add to the pressures on the man actually retiring.

The children of a service couple planning retirement may be in their own difficult adolescent years, creating even more pressure on the retiree.

On approaching retirement, some men experience all of these pressures; few men experience none of them. Your own situation may fall somewhere in between these two extremes. Whatever your personal problems, they are bound to have some effect on how you feel as retirement approaches.

- ☐ It is quite normal for a man to begin to be disturbed about his forthcoming retirement as early as 2 or 3 years before his final day of duty.
- ☐ It is equally normal for a man to feel confused about who he is, or what he is going to do, immediately after hanging up his uniform for the last time.
- ☐ It is not unusual for a career serviceman to be more military than civilian for several years after he retires.

As you ask yourself "Who am I?" consider that you are a little

different during the period of transition from military to civilian life from the person you were during your long service career, that the transition is not a brief one, and that for some people as normal as yourself it can last 5 years or more. Test this, if you choose, by asking some of your friends who retired several years ago: "How many different things did you do the first few years? How many different jobs did you try before you settled into the one you have now? How many times did you move in the first 2 years?"

If you wish to test this further, ask yourself these questions:

- ☐ Now that I am approaching retirement, do I feel any bitterness or disappointment about my service that I didn't have a few years back? Do I feel that today's servicemen aren't as good as those of former days, or that the senior officers don't know as much as they used to know? Do I feel that discipline has gone downhill in recent years?

- ☐ Am I more irritable now? Am I getting along less well with the men I work with? Am I having more friction with my family than I used to?
- ☐ Do the more recent service procedures annoy me? Would I prefer to go back to the way we were doing things a few years ago?
- ☐ Have I lost the interest, efficiency, or energy needed to do my job?
- ☐ Am I less temperate about eating or drinking than I used to be?

If you recognize any of these as applicable to yourself, also recognize that they are not uncommon among the many thousands of officers and senior noncommissioned officers retiring every year. Knowing this, you know yourself better.

Positive Factors

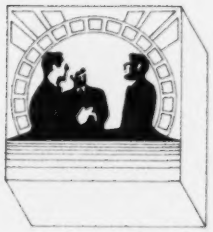
On the positive side, you should recognize that your age group (most officers retire at about 45 years of age; enlisted men retire a few years younger) is the same that industry and commerce consider the peak productive years for their own employees. Retirement, in civilian life, means putting men out to pasture at 60 and 65 years of age, after 40 to 50 years of work. You are not one of these. You are a "will be," not a "has-been."

Also on the positive side is one key factor that each man must find for himself: a realistic goal for civilian employment. Counselors and others may help you find this, but the initial steps are up to the individual. Try to move toward this goal yourself; then, visit your counselor and let him check out your ideas. With him, find out what other help exists to better define your goal and what alternatives are available which will equally fulfill your requirements.

The section you have just finished reading was meant to help you to see yourself more clearly. The better you know yourself, the easier it will be to fit into a new and rewarding career.

Now, ask yourself the question: What do I want to do?

SECTION 2
What Do You Want?



It is natural for men who have found a satisfying way of life to wish to continue in the same path. You faced many problems during the course of your military career. You have been trained to take care of yourself and of others; this has given meaning to your life and has made you important to people other than yourself. You have been judged in terms of how well you have performed and how much influence you have exercised. You have good reason to be proud of these skills and would miss the sense of personal worth they give you. It is this feeling of personal worth that would be absent in an indefinite round of leisure, where every day is a holiday and no holiday has meaning. In approaching a second career, therefore, the key question is:

> "How can you attain the satisfactions that you used to attain in your first career?"

The answer to that question is the second major step toward a second career: the development of civilian employment objectives.

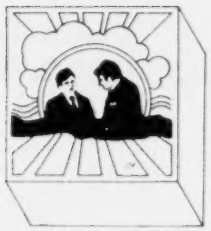
As a result of the economic independence you earned by your military service, you are in a position to make some choices:

- ☐ What do you want from work? Even if you are financially independent, you probably wish to work for reasons other than money. A man who has gone up in a difficult and demanding profession such as the Armed Forces will miss the satisfaction of achievement if he stops work entirely. Most people of your caliber want the challenge that work offers; they want to contribute their talents to something. It is more difficult for such a person to retire completely—quit working entirely—than to remain active and productive.
- ☐ What field of work should you seek? Whether you want to work, or must, the question arises as to what field you work in and whether you can obtain the satisfaction of proficiency in it.

You are mature and knowledgeable. Your goals are not like those of a younger man; they are tempered by judgment and experience. You know the pleasures of accomplishment and adventure, but you also have obtained respect for security. You have known the satisfaction of status and authority. You appreciate time to pursue interests outside of the normal work week. You probably have definite ideas on where you wish to locate. Compare your own objectives with those usually associated with mature people:

- ☐ A chance to earn a good deal of money
- ☐ A steady, secure income

Where is satisfaction?



- ☐ Activity that has some meaning to others
- ☐ A chance for advancement
- ☐ Travel, or unusual experience
- ☐ A highly respected position
- ☐ An opportunity to use special talents and interests
- ☐ Regular hours, with free time for leisure
- ☐ A chance to influence, or supervise others
- ☐ An opportunity to be original and inventive
- ☐ Pleasant friendships
- ☐ No protracted absence from homelife
- ☐ An opportunity to help others
- ☐ Living in a desired locality
- ☐ Being free from supervision
- ☐ Doing something for which you will be remembered

You can also recall past activities that have been a source of pride and satisfaction to you; experiences that gave you exhilaration; such things as favorable recognition from your seniors, the men under you, or the men you worked with; outstanding successes in which you were personally involved. These recollections are important, not as reminiscences, but as indicators of what you really like and would like to experience further.

From such segments of your own past, there are clues that will give you a strong indication of where you will find real satisfaction in your life as a retiree. It is not enough to enjoy these experiences in retrospect or to retell them to new acquaintances. Instead, you can find areas in civilian life where you can repeat, in variety, the pleasures of past experiences.

- ☐ What were these pleasurable experiences?
- ☐ Why did you enjoy them?
- ☐ What was it about each that makes you remember it so well?
- ☐ What kind of activity can you enter that will let you repeat them?

This guide cannot answer such questions about yourself; they apply to the particular circumstances of each person. You may be able to answer them better by considering how each of the following applies to you:

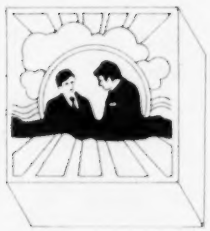
- ☐ There are certain things you have done that you are definitely proud of; note these down and see if what you eventually decide to do will give you similar satisfactions.
- ☐ Think over the awards and other forms of recognition you have received. What did you do to get them and will your new life offer the opportunity to do these outstanding things again?
- ☐ Have you made suggestions that were adopted and worked

toward the improvement of an organization? Will you be in a position to do this again?

- ☐ Think of the times when you were completely absorbed in what you were doing. Ask yourself why you were so absorbed.
- ☐ Pick out what you think were the peak experiences of your life. What was so different about them that makes them stand out in your mind?
- ☐ You probably have been elected by a group at one time or other, or asked to be their spokesman. What were the circumstances; why were you the one they wanted at the time?
- ☐ Have you ever started a new program of some kind, in the service, in the school or church you attended, or in your community? Did it catch on and work?
- ☐ As you look back over your military career and your life prior to entering the service, select what you feel were your outstanding successes.

While you are looking at yourself in this manner, consider the failures you have experienced—everyone has had some. Such experiences can be used as indicators of how you overcome difficult events. They can also be used as warning signals, alerting you to the types of things you don't like to do, or find it hard to adapt to.

It is not unusual for a person to set aside these failures, blaming them on a system, or on other people involved in the same incident, and not conceding any personal responsibility for them. This may be a convenient attitude—even satisfying—but by it a person denies himself the valuable lessons to be learned from failure.



Begin by asking yourself when you felt frustrated. Was it in a course of instruction? Was it in a certain assignment, or with a certain unit, or working under a certain person? At what times did you feel insecure (other than the obvious insecurity of combat, the failure of an aircraft engine, disaster at sea, and similar experiences)? When and where were you most aggressive, fighting against the system, or against another person or group? When did you feel resentful against another person, or against your unit or service? Usually, this kind of feeling is a result of trying to solve a hard problem, or having to work your way out of some difficulty. It is a "failure feeling." You have probably had this feeling, perhaps many times. What were the circumstances?

- ☐ What have you failed to accomplish, in the past 5 years, that you really tried to do?
- ☐ What have you really wanted to do, in the past 5 years, that

never got beyond the stage of wishing to do it?

- ☐ When did you give up trying to do something you thought you wanted to do? Was it when the going got rough, or when you realized you might not make it? Was it when the competition got too heavy, or did you just replace it with a different interest?
- ☐ What were the reasons for your failures? Too aggressive, or too timid about your abilities? Not enough preparation? Did you give up because you wanted to avoid failing? Did you find out you weren't really clear about what you wanted to accomplish?
- ☐ What were the things at which you failed and did you learn anything from the experience? Could you do it now, without failing?

Your answers to any of these questions will give you some clues as to what you do well and what you don't do well; what "bugs" you and what activities give you satisfaction. Keep them in mind as you plan your retirement, for they indicate your strong points and the areas in which you can expect to develop the fastest.

In making your decision on what you want to do, consider what you can do best and use your experience in recognizing those things you can't do well. This is another area in which counseling can be of assistance, but be prepared to discuss your successes and failures, your objectives in retirement, and your need or desire to work.

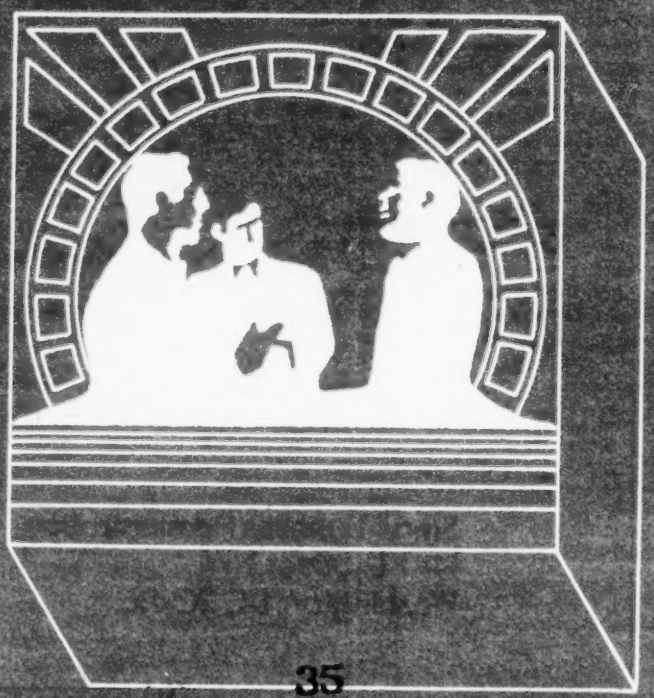
Your financial situation and the personal responsibilities you may have toward others—your immediate family, dependent parents, the support of children of a previous marriage—are factors you should also consider in making your choice.

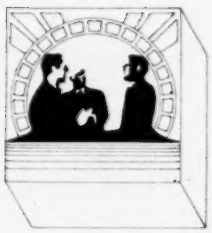
As a veteran, you are eligible for a considerable amount of Government support in preparing yourself for almost any career you wish to undertake. As your decisions are made, consider the educational resources you can apply to what you want to do. If you need high school courses or technical training to adapt your military skills to civilian employment, your veterans benefits will be of substantial help. Bookkeeping, business law, typing, or other special courses can be a considerable asset in following your career path. Veterans' benefits include opportunities to complete college or obtain advanced degrees. Your own military service will provide you with the details on these benefits and the methods of obtaining them. Keep them in mind as you develop your future plans.

The next step is finding out if there is a market in civilian life that matches your desires and ability.

Who wants you?

SECTION 3
Who Wants You?





Now that you have made an initial reckoning of yourself—the review of experience—and selected some activities in the civilian world that interest you—the employment objectives—you are in a position to search the world of work for occupations and industries that fit you as an individual—the preparation for the job search.

You began this by learning about yourself and examining your skills, talents, and desires. You have built upon this knowledge by making some decisions on what type of activities would give you real satisfaction. The next step is to go about the process of finding your particular path toward an initial job and eventual career.

Your Occupation List

You can start by building a list of potential occupations, based on what you know of yourself. After you have made your first list, go over them with a variety of people who know you well and see where they agree or disagree with your choices. Then, have them checked by a counselor; he is trained to help you test your ideas, revise, and expand them.

Civilian employment may be sought in any of several major sectors of the national economy, such as:

- ☐ Federal, State, and local government
- ☐ Big business
- ☐ Small businesses, including the relatively new fields of franchising
- ☐ Agriculture
- ☐ Public service institutions, such as hospitals
- ☐ Education and educational services

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Small Business Administration
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The terms "business" and "industry" refer chiefly to the various fields of buying, selling, and manufacturing commodities. The term "occupation" is used for the various kinds of work or careers of people in business or industry.

Pharmacy, for example, is an occupation of specialists in the drug or pharmaceutical business; a pharmacist, however, can adapt to many other technical occupations in the chemical industry: industrial chemicals, plastics and resins, soaps and detergents, fertilizers, paints and allied products, perfumery or cosmetics.

An electrician can fit equally into big business or government work, but he may not wish to work in a big organization. Such an individual can build up a list of smaller employers in a variety of industries, using his occupation to find the kind of working conditions he wants.

A man such as yourself, looking for employment in a particular occupation can find out about the demand for workers in that occupation through the U.S. Department of Labor or the local State Employment Service office—either near his home, or near the base where he is stationed.

A Business of Your Own

A man thinking about starting a business of his own needs to know about the market for the product or service (such as appliance repair) in which he is interested. The Office of Marketing, U.S. Department of Commerce, publishes a "Marketing Information Guide" to assist such people in making sound decisions. Assistance is available also from the Small Business Administration, which is designed to counsel, assist, and protect the interests of small business.

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US Department of Commerce
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Most people answer that question by casting about in the job market, reading "Help Wanted" columns, visiting an employment agency or two, and making a few visits to employers until they are discouraged and take the first serious job offer they encounter—whether they like it or not.

You can do better than this.

Once you have selected a preliminary list of occupations you feel may interest you, do some homework on them. Some suggested sources for this are:

- ☐ The Occupational Outlook Handbook and Occupational Outlook Quarterly, published biennially and quarterly, respectively, by the Bureau of Labor Statistics, U.S. Department of Labor, and giving the long-range employment outlook in important occupations and industries.
- ☐ The College Placement Annual, distributed free through university placement offices and retired activity sections of the armed forces, presents the occupational needs of over 2000 corporations and government agencies.

Franchises

Those who are interested in franchises are similarly eligible for assistance from the Small Business Administration. In addition, the U.S. Department of Commerce publishes a pamphlet on franchising, entitled "Franchise Company Data for Equal Opportunity in Business."

When you have built up a list of occupations, based on what you can do and would like to do, you must face the question:
Who wants me?

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Bureau of Labor Statistics
US Department of Labor
14th Street & Constitution Ave., NW
Washington, DC 20210

We Need Men

anagement personnel. ackgrounds should in- ude expertise in one r more of the elements f tactical combat sys- ms. Send resume with lary requirements. 8801 Annapolis Rd. adensburg, Md. 20710 GINEERS FEE PAID

SOFTWARE SYSTEMS

PhD physics, math or com- r science. Design, implement & luate multi programming sys- Know data structure & flig design. Transportation back- helpful. Command & con- base, MIS. Real time, cations or radar. To $36K.

SYSTEMS

SE. Communications & control system. Soft- are interface design. tch, message switch and processor. Realtime, on ctive, time sharing. To r systems, phased ar- . To $36K.

GRAMMER

ath. Systems program- 360, know OS 360 Inter- ction, Engineering pro- ility requirement for Infor- n systems command & con-

ESTIMATOR — Millwork, old established firm, exper. in estimating, residential & light commercial construction from blueprints, excel. copy. Send resume to Wash. Post Box No. M 9529.

ESTIMATOR—Millwork, old established firm, exper. in estimating, residential & light commercial construction from blueprints, excel copy. Send resume to Wash. Post Box No. M1095.

EXECUTIVE

National company opening offices in Washington area, seeks Executive with sales and/or administrative background to administer office and personnel. Income negotiable For confidential interviews. Send resume to: President, Insta-Medi-Stat Corporation, 930 Montgomery St., Alexandria, Va. 22314.

EXEC/ADMIN. SECTY—PLUS pleasant benefits, money for right honey - good skills necessary. FEE PAID. Buzz in 1010 Vermont Ave. NW.

THE HONEYCOMB (Inc.)
737-7400 - Mr. Curtis

EXECUTIVE AIDE, $8000 Fee Pd. Good skills. Secretarial duties as well as some administrative work. ? ? ? ? executive. Past work exp. Terrific company, very good fringe benefits. Call Bonnie Jaye, 296-2434, Twentieth Century Personnel, 1725 K Street, NW, Suite 1114.

EXECUTIVE OPPORTUNITY — We are looking for a man of executive character who is capable of directing his own activities. Must be effective in dealing w/clients & have a good measure of sales ability. Sales exper. is helpful but not mandatory. We want a man with $10,000-$25,000 potential who has a record of success in his activities but for reasons beyond his control is limited in advancement or for some other reason is disturbed, in

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The U.S. Industrial Outlook, published annually by the Business and Defense Services Administration, U.S. Department of Commerce, presents both a narrative and statistical analysis of trends in the United States by industry and for the major areas of the economy (consumer goods, construction, wholesale and retail trade, etc.).

Information on major employers in any locality normally can be obtained by writing or visiting the Chamber of Commerce of that area. Particularly helpful will be information on what firms are expanding and have manpower requirements in your selected civilian objective. Local banks and brokerage houses can often provide financial reports that give similar indications.

☐ The Encyclopedia of Associations, available at most libraries, lists the several thousand associations representing almost every type of occupation. Many of these associations have advertisements in their periodicals on professional jobs available; some operate a placement service for members of the profession.

The Marketing Information Guide, published monthly by the U.S. Department of Commerce, provides current information on the status of industries, by region, throughout the United States.

Chamber of Commerce Beth-Ch Ch
Perpetual Bg Beth - 652-4900
Chamber of Commerce of Greater Laurel Area
1 N 2nd Laurel – 725-4000
Chamber of Commerce of Montgomery County
354-A Hungrfrd Dr Rockvl – 424-6000
Chamber of Commerce of Prince Georges County
5132 Balto Av Hyatts – 927-9121
Chamber of Commerce of Silver Spring
8510 Dixon Av Sil Spg – 585-6300
Chamber of Commerce of Washington D C
1129 20th Nw – 659-6400
Chamber of Commerce of Wheaton
2401 Blueridge Av Wheaton – 949-0080

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Growth trends
are opportunities

Any local library, either on a military base or in the civilian community, can offer other material. Ask for references pertinent to your civilian career selections: periodicals, directories, and reference books that will give you recent information on the occupations, companies, officials, or products in which you are interested.

Your original list of desirable occupations or industries may shrink as you learn about them. This can result from several factors.

You may have determined to locate in a certain area after retirement. Some of the things you thought you would like to do in the way of work may not be present in your selected area, or may be contracting instead of expanding, which would limit your opportunities for advancement and increased income in future years.

An even more sensitive indicator is the amount of advertising for these selected positions in the daily newspapers and professional or trade magazines. If you have a geographical preference, it is wise to obtain a short-term subscription to one or more of the local newspapers. Labor demand varies from one locality to another, and what pertains to your present area may not be applicable some distance away.

In your considerations, some attention should be given to general activities that are under sustained expansion and cover a variety of individual occupations.

Among these is the area of public administration and local government. This subject is described in some detail in appendix A. Further information can be obtained from any service counselor, who will have available a listing of the many

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associations and other organizations which represent public interest groups; most of these can provide literature or other information on specialized areas of public administration and some offer placement services within their specialty.

Although the teaching profession is not expected to continue its marked expansion of the past ten years into the 1970's, the field of education services described in appendix B appears to offer many opportunities to the military retiree. A similar field—that of hospital administration and services by nonmedical personnel—is expected to offer additional opportunities over the next decade.

The ownership or operation of small businesses is covered in part in appendix C. Further information can be obtained by writing the Small Business Administration.

Franchises offer a way to go into business with certain advantages in return for certain contractual obligations and usually the payment of an initial fee. Some details on franchise operations are given in appendix D.

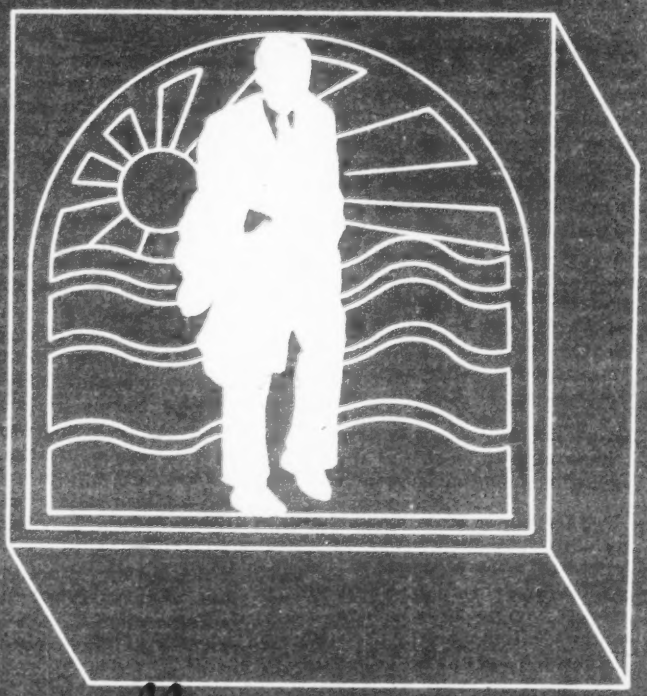
At the time you retire there may be a wide demand for workers, or the labor market could be "tight." Even in the worst periods, however, there are jobs available. You may have to go where the job opening is instead of settling down where you would most like to be; you may have to adjust your scale of living to the positions available to you; you may have to accept a position similar to what you want instead of exactly what you want; but you can find work to do.

Nationwide, there are jobs for competent men who can produce for business and industry. In addition, there is the constant demand for salesmen in almost every industry, and many jobs are created by men who can show an employer that a problem exists in his company and convince him that they can solve that problem for him.

Thorough preparation will greatly assist you in determining the markets for your particular talents and clarifying your thinking on what you want to do. With such preparation you will enter the job search with some definite purposes in mind. You will be able to concentrate on selected job opportunities, each having a direct relationship to your own desires and capabilities. You also will have discarded a lot of raw material no longer applicable to you.

Furthermore, you will be ready to show some definite objectives to the many Government and private activities available to help you in your job search. These are discussed in the following section.

SECTION 4
The Job Search



Your career as a member of the Armed Forces conditioned you to a way of life that was oriented toward the accomplishment of missions. You may have worked within budget limitations and know the value of dollars and cents, but the real issue was to get the job done. You were mission oriented.

You will find this attitude as useful in civilian life as it has been to you in the service. Your missions may be different—a sales quota, production output, the repair of a piece of equipment, or completion of a report—but you know how to tackle a job and also know the importance of completing it within the deadline.

One adjustment you may have to make concerns the careful attention to profits in business and industry.

If you remain in government work—including local government—or enter such nonprofit-making professions as health or education services, you probably will be working within budget allowances similar to those of the military services. If you enter the world of business or industry, however, you will find that the cost of materials and manpower is related primarily to profit.

The World of Profit and Loss

Most businesses are profit oriented. Although there are awards and recognitions similar to those in the military services, such things as pay raises and promotions are influenced by how much the company profits from your work.

You should expect, at the beginning of your job hunt, to encounter this attention to profit. Many a businessman who interviews you will be thinking primarily in terms of profit. The salary he pays to you may have to bring him an appreciable return in dollars and cents—in increased sales, increased knowledge, increased skills, increased efficiency, improved organization. You are hired for what you can do to add to the profit of the organization.

The central theme of profit is present in other areas not normally considered a part of the business world. Hospitals and educational institutions are in this category. They offer opportunities to more than doctors or professors. They offer opportunities to the retired military man who can act as manager, technician, or administrative specialist in such areas as food services, supply, utilities, finance, maintenance, transportation, and public information. Institutions such as colleges or hospitals may not be required to operate for profit, but they cannot operate at a loss. They need men who are business oriented, responsible for efficient and economical operation.

Your job search must be adapted to

this profit motive—profit for the man or organization you want to work for.

The preparations you have already made—analyzing yourself, deciding what you want to do—is highly personal. Now, you must develop a strategy for getting what you want. You must relate what you know about yourself to the job market. Where do you fit in?

- ☐ Consider what you think a good job is in the commercial world: the pay, the privileges, the level, the hours, the work conditions. What do you expect from a job; and how much would you be satisfied with?
- ☐ Do you relate your worth to an employer with your present military income? Remember that you have come up through a long, hard process and were paid in accordance with your value to an institution. You may be an expert in administration or supply, tactics or techniques applicable to the Armed Forces.
- ☐ Can you now demand the same salary from business or industry? Perhaps—if you can show them a profit above your salary and the other expenses of having you as an employee.
- ☐ Do you expect the same prestige, privileges, accommodations, or respect you now have as a senior NCO or senior officer? Will you consider it a loss in status if you do not have your own subordinates or office? Can you expect these out of what you can provide the employer in productivity or profit?
- ☐ Would you work under a younger man? You are not used to situations where the Boss is 23 years old, without the traditional separation of functions between the junior and senior NCO, or the NCO and the officer.

Think these things over from the employer's viewpoint. What is he looking for in an employee? You will find that he is looking for performance that can be translated into profit, or reduction of costs.

The competitive market you are entering means more than competing with others seeking the jobs or positions you want. There is also competition among employers for topflight people. Promotion by seniority as well as selection exists in civilian life as in the service, but is far less rigid. There is competition for profit through talent. Talent scouting, executive search, is a business. There are ways to move up in any field where you can demonstrate the capability of making profit for your employer, by ideas, superior work, organizational skill, human relations. Such opportunities are in your own

future, but the immediate problem is how to begin your job search.

There may be shortcuts, depending on the individual, but normally the best place to begin is the writing of a resume. Whether you think you need one or not, the function of writing a resume on yourself is of considerable value to you.

The resume puts you on the line, in civilian terms, directed toward your capability to make a profit for the employer.

Your resume, then, should be tailored to this civilian market.

The Resume

The resume sells your talents and capabilities to an employer.

In developing your resume, keep in mind that its purpose is not to get you a job, but to get you an interview. Your resume should interest a busy man, make him want to see you and talk to you about a job. It should have an attractive appearance, be short, but also be a comprehensive summary of your qualifications. This is not an easy task.

Look upon your resume as a dust jacket on a new book that tries to catch the reader's attention, present a brief synopsis, and make the reader want to know more about what the book contains. In the resume you are also capturing the reader's eye, giving him a brief history of yourself, and trying to make him interested enough in you to "read" you through a personal interview.

To do its job well the resume must be efficient.

It must be easy to read, neatly done, balanced on the page, with a reasonable amount of white space (margin).

The employers who receive your resume should get an original copy, or a reproduction (by printing or photo offset) so good that it appears to be an original. Carbon copies, or any reproduction process that is obviously a copy of an original, merely hurt your chances of making a favorable initial impression. Letterpress printing produces excellent quality reproductions in any quantity, but is relatively expensive. Photo-offset produces good, clear copies at much less cost (about $3.00 for 100 pages).

Preferably, your resume should be one page, never more than two pages. A resume that goes to three pages requires someone to dig into it to find whatever essential points are important to him as an employer.

A military man commonly finds himself verbally disabled when it comes to executing a resume going forth into the world of commerce

and industry. His writing habits have been centered on military language for many years. He thinks in military terms and expresses himself in military terms. Everyone he has been in contact with during his military service has understood the convenient and often essential use of abbreviations and acronyms. He is fond of passive verbs, and uses words that mean one thing in the military and another in civilian life. He sprinkles capital letters among his nouns. The conversion of this style of writing to something not only understandable, but attractive and interesting to a civilian reader, must be a conscious effort and may require assistance. At the very minimum, the final copy of any resume should be read over by a couple of people other than the writer, preferably civilians. If they understand clearly what you have said and find no misspellings, nonstandard punctuation, or grammatical errors, you are well on your way.

What interests an employer in you?

Mainly, he wants to know what you can do, especially for him. He doesn't care what you think you can do; he wants to know what you can do and how you can substantiate it by supporting evidence.

This is the most important area in which to be careful about military language. Try to substitute civilian terms for the familiar military ones: you are writing for a businessman, not a general or admiral. Here are some examples of switching over from military to civilian descriptions:

Military	Civilian
Commander, Commandant, Commanding Officer, Chief, Staff NCO, Petty Officer, or any designation of rank	Senior executive, operating executive, executive assistant, department head, administrator, manager, direct supervisor
Commanded	Directed, administered, managed, coordinated, supervised, planned, executed
Civilians, officers, soldiers, sailors, airmen, enlisted men, troops, as describing those under your supervision or control	Subordinate complement, staff, associated personnel, work crew, clerical forces, technicians, production personnel, men, men and women
GySgt, E-9, JAG, BuPers, DAC, Quartermaster, 117th AC&W Sqdrn, NROTC, COMEUPHRATPAT, G-4, etc.	Spell it out (supply operations, mid-level supervisor, personnel management, etc.), or—drop it.
Combat	Extremely hazardous conditions.

The trick is to phrase what you have done in terms that the civilian will understand. Your military assignment, post or station, and years at that duty may not mean much to him. However, to state that you were directing the efforts of a supply depot during that same period will be meaningful to him. To be able to state that you instituted an improved system of inventory control while you were there, resulting in increased efficiency or reduced cost, puts down what you did in terms he will understand and appreciate.

What you can do may also be expressed through educational or training accomplishments: "Graduate, Industrial College of the Armed Forces, 1965"; "Completed Advanced Automotive Mechanics Course, 1965." Such entries show acquired skills that can be supported, if necessary, by documents. Not all service schools have titles that are meaningful to a civilian employer. If the title of a school or course you have attended is not self-explanatory to a civilian employer, add a short statement as to its purpose and scope. It will help him understand what you have done.

In addition to the fundamental information as to what you can do, the employer is interested in certain vital statistics: your age, education, marital status, number of dependents, general health, interests and hobbies, special qualifications (such as possession of a commercial pilot's license), height and weight. These can be simply expressed within a single, brief paragraph.

Also important to the employer are:

- ☐ Your address and telephone number
- ☐ Your date of availability.

There are two basic types of resumes:

The reverse chronological resume, which lists your experience in reverse from the most recent past to about 5 years ago. Your experience in earlier years is less significant and can be briefly summarized, unless it contains something of special interest to the job you are pointed toward. See the example on page 46.

The functional resume, where you break down your experience into categories, rather than chronologically, covering each aspect of the function you can fulfill for the employer. Note that this type of resume is organized to highlight the functions and skills which the applicant wants to emphasize to a reader who is skimming over it rapidly. An example of the functional type of resume is shown on page 47.

There are some things that are better avoided in a resume unless there is a clear advantage to you in using them. Consider each of these

carefully before they are included:

- ☐ Avoid the personal pronoun. It is better to describe yourself as a person ("Graduated from Brooke University in 1952; Was responsible for the mechanical functioning of heavy construction equipment; Developed a system of navigation training for student pilots"), rather than to say "I" did this or that.
- ☐ Stay away from military titles and functional designations ("Received spot promotion to Major during . . .; Post Inspector, 1966"). Tell what you did, not who you were.
- ☐ Don't emphasize your retired status.
- ☐ Furnish references only on request of the employer. Have them with you for the interview if you think they may be needed, but avoid submitting them with your resume. Remember that you are trying to get in to see someone and talk to him. Too much information may lead to a decision not to see you.
- ☐ Photographs are seldom needed on a resume (sometimes they are specifically prohibited). Again, if they want to know what you look like they will call you in for an interview and you will have gotten into the door—which is the main point of the resume.

Writing your resume will not be an easy task. Boiling down 20 or more years of experience into a page or two is difficult. Neither will the resume be accomplished quickly—it is an important document to you and shouldn't be slammed together in a few hours. Write an initial draft and rewrite it after a day or two. Take some time to think it over, and rewrite it again. It is suitable to begin with a resume that is several pages long, and edit it down in subsequent versions until it is of reasonable length. Write it yourself, in your own words. Get help if you need it, from friends, from a counselor, from any of the books or pamphlets that cover the subject. Take it seriously; it means a lot to you.

You will find that the development of your resume will accomplish a number of things that are byproducts of the principal purpose, but of value to you.

The resume helps you recognize the type of situation you are entering when you leave the service and adapt to civilian life. While you are writing it, you will also be forming ideas as to what kind of job you are going for and how you will go about it. After you have completed a satisfactory resume you will be better equipped to address the basic strategy you will use in your job search.

Reverse Chronological Resume

BYRUM M. CHESNER

523 Marlowe Street, Penwell, New Jersey 08641 (604) 273-4154

objective	Appliance service technician for major mechanical or electrical appliances.
recent experience	1968-1970. Senior noncommissioned officer at a major military training base. As Supervisory Instructor, was responsible for mechanical and electrical training of 5500 students annually and the functions of 22 instructors. Developed instructional material, visual and mechnical training aids.
	1967-1968. Instructor and advisor to 500-man native force in Southeast Asia. Instructed in mechanics and operation of weaponry and radio-electronics; supervised maintenance of motor vehicle and other large mechanical equipment.
	1965-1968. Instructor and inspector of complex mechanical-electrical military equipment (nuclear weapons). Trained 220 men in the operation and maintenance of equipment; conducted cyclical and special inspections of electrical and mechanical apparatus. Additionally, was responsible for administration of training and inspection records.
earlier experience	Administered training records for 200-man groups of students at military training facility (1963-1965). Operated and maintained small and medium-sized mechanical equipment, motor vehicles, radio equipment during various assignments in Southeastern and Southwestern United States and Far East (Korea).
general education	1 year college equivalent, affirmed by the Commission on Accreditation of Service Experience, American Council on Education.
	6 semester hours on Business Law, Trenton State College, Trenton, New Jersey.
	1 semester Oklahoma A&M, Stillwater, Oklahoma.
	High school graduate, Seminole, Oklahoma.
special training	General Electric Service Technician, Fort Dix, New Jersey, 1969.
	Track Vehicle Mechanical Course, Fort Knox, Kentucky, 1968.
	Advanced Automotive Mechanics Course, Fort Chaffee, Arkansas, 1953.
	Basic Automotive Mechanics Course, Fort Sill, Oklahoma, 1949.
	Correspondence courses completed on personnel administration, typing, law, communication-electronics, and supply administration.
personal data	Age 39 . . . . married, 4 children . . . . height 5'10" . . . . weight 160 . . . . health, excellent.
date available	November 5th, 1970.

Functional Resume

WILLIAM A. BROWN
2204 Farell Street, Berwyn, Virginia 22031 (703) 372-7466

Objectives: Staff assistant in business consulting firm; organization planning officer; project manager.

Experience: Served as naval officer, naval aviator, and navigator aboard surface vessel. Directed crews up to 30 in accomplishment of both tactical operations and administrative programs of the Navy. Assignments have included preparation of operational plans, conduct of instruction, and formal written and oral presentations to top military and civilian management.

Operations Improvement Skills: Using the ability to transfer and adapt knowledge from one field to another and to focus it on problems to achieve practical solutions, devised and installed improvements in operations during various naval assignments; designed a procedure to permit survivors of a plane crash at sea to stay together in the water; developed an air-droppable water survival packet; wrote and supervised adoption of an emergency plan to overcome defects in shipboard emergency steering procedures. Gained support of servicemen and their families in upgrading operational efficiency by the adoption of safety measures. Instructed junior line officers in the technical elements of their duties and student aviators requiring special handling.

Negotiations: Represented a major command in negotiations between the armed services at successively higher command and control levels in order to systematize and coordinate the information-gathering actions of various organizations in the Western Pacific Area. On a continuing basis, conducted liaison with contemporary commands of other services to insure the safe, effective, and efficient utilization of search aircraft.

Operations Planning and Management: Planned aerial search operations in the Western Pacific to meet continually varying requirements. Analyzed organizational tasks, identified risks and hazards, located profitable areas for the concentration of resources, prepared written plans and procedures, and scheduled and supervised the ensuing operations.

Education: BS in Business Administration 1965; Naval Postgraduate School, Monterey, California.

Master of Aerospace Operations Management (to be conferred October 1970).

Personal: Married, two school age children.
Interests: Hunting and fishing. Have commercial pilot's license with 4000 hours logged. Member of Toastmasters.

Date Available: November 5th, 1970.

The Job Search

There are two basic strategies for the job search. Which one you use is governed by your own situation.

Custom-Designed Strategy

The custom-designed strategy is very personalized. In it, you move out on your own, making contacts, following up on personal referrals, and presenting your employment proposals to key people in business or industry.

The initiative is largely up to you; so is the planning. If you have skills or talents—technical or executive—that you know (or believe) fit known demands in civilian life, such a strategy may be suitable in your situation. If you are a member of a professional society, or an academic or social fraternity, you will find that these assets will help you to develop a custom-designed strategy in your job search.

A man following this type of strategy needs as much of an inside track on potential employers as he can obtain. In a sense, he is working within the companies and corporations and needs information on who the key people are, as well as a knowledge of the internal functions of the company. In addition to more personal sources, which vary with each individual, there are some basic documents generally available which offer some of this information:

- ☐ Standard and Poor's Directory
- ☐ Thomas' Register of American Manufacturers
- ☐ MacRae's Blue Book
- ☐ Moody's Industrial Manual
- ☐ Dun & Bradstreet Directories
- ☐ The Million Dollar Directory
- ☐ The Middle Market Directory

The Standard Strategy

The other basic strategy is in more general use. It is the standard strategy of using the commercial or government facilities available to locate employers and obtain interviews. This standard strategy means more work on your part, but may be as effective as the custom-designed strategy when you are looking for jobs in general. It requires you to make a broad attack on the job market, through responding to advertisements, applying to personnel offices of suitable companies, and using the facilities of government or commercial employment agencies.

Letters of Application

Like the resume, most of the initial overtures in the job search are in paper form.

Each resume you send out is normally attached to a brief letter of application. This application may be unsolicited, or it may be in

Have you done your homework?
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response to an advertisement or other information you have received indicating that an employer may be in the market for your talents.

Since the resume provides the significant information about you, a covering letter of application should be brief. It should be as job oriented as possible under the circumstances:

- ☐ It should point toward a specific type of employment that you are seeking, or that the employer has announced; or,
- ☐ It should point out some key factor about you that will immediately interest the employer.

If at all possible, address the letter of application to an individual rather than to a company, office, or title. This personalizes it, gets it to a specific person, and affords him the gratification of seeing his name. He will credit you with knowing enough about the organization to recognize an officer by name.

Conclude such a letter with a statement that places upon the company some obligation for response, such as: "Please inform me if I can provide any additional information that can be of use," or, "Please let me know if any additional action is required on my part in connection with this inquiry."

An example of a letter of application is contained on page 52.

Application Forms

The other most common document encountered in the job search is a company application form. These forms are not standardized and vary among industries, and among companies within industries. Their common characteristic is the requirement for detailed information about the applicant. On all visits to personnel offices, and for all interviews, you should be prepared to provide details from records or notes in your possession, such as:

- ☐ Social Security number
- ☐ Addresses and Zip Codes of past residences and references
- ☐ Family birth dates
- ☐ Service information (dates, numbers)
- ☐ Reserve status in the Armed Forces

Person-To-Person

The man retiring from the service and entering civilian life should not ignore the many friends and personal contacts he has made during his military career; neither should he be reluctant to apprise these people of his retirement and his entrance into a second career. Personal correspondence you have

let lapse over the years can be reopened, if only to let past friends and acquaintances know of your new life and location. Club, social, or fraternal memberships should be retained during your job search, or resumed if you have let them become dormant in the past few years. All of these are assets you have acquired during your time in the service and may be of material benefit to you in many ways.

Whichever job strategy you adopt, you may require the assistance and good offices available from these several sources. In addition, there are the more formal means of assistance discussed in the following section.

Contacts

Names and addresses of friends, business associates, other key people you have encountered in the service

Memberships

Clubs, societies, fraternal organizations

Letter of Application

Mr. William P. Brown
Management Supervisor
TerraPond Corporation
346 Midland Street
Grand Lake, Idaho 41467

Dear Mr. Brown,

The article on the TerraPond Corporation in the current issue of Management, the Journal of the American Management Association, contained a reference to your planned expansion into land development in the Pacific Northwest.

Since I have a personal interest in the Idaho-Montana area, and a professional interest in land development, I am providing the enclosed resume for your consideration.

Although you will find the resume fairly complete, I shall be happy to provide you with any further information you may need on my experience and qualifications.

Very truly yours,

Malcolm H. Cossingham

2212 Burlington Drive
East Kansas City, Kansas
31446

Enclosure

Check List for Your Job Search

RESUME

Reverse chronological, functional, or both. Tailored to the employer.

STRATEGY OF JOB SEARCH

Custom-designed or standard.

LETTERS OF APPLICATION

Specific to job or employer.

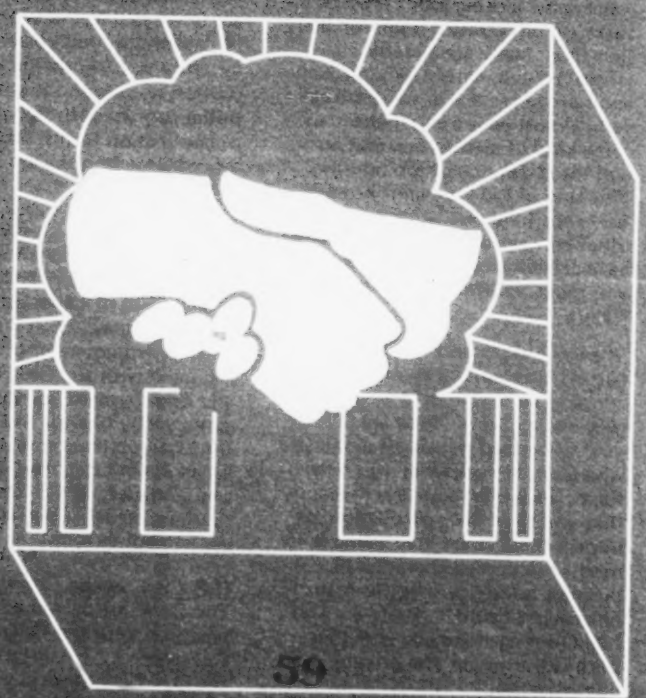
Contains key factor about you, to arouse the employer's interest.

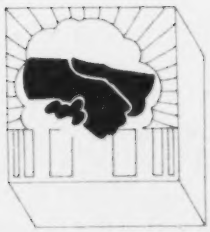
APPLICATION FORMS

Be prepared for providing vital information:

- Social Security Number
- Past addresses
- Birth dates
- Service information
- Reserve status
- References
  - Business
  - Credit
  - Personal

SECTION 5
Helping Hands





On entering the job market, you are immediately in competition with hundreds of thousands of others also seeking jobs. Most of these are not hunting a job for the first time; many are already employed and merely looking for an improved salary or work situation; almost all are experienced in some kind of civilian occupation and the technique of job hunting. The kind of job you want is most likely the kind also attractive to other competitive job-seekers. They have certain advantages over you; you must use every advantage you have.

The value and importance of friends, acquaintances, and personal contacts were discussed in the previous section. These are part of your assets and should be employed whenever and wherever you need them. However, courtesy demands that you have their permission, or inform them when their name is used. A prepared character or business reference is better than one caught "cold." There are also numerous agencies and activities, both Government and private, that can assist you.

Government Assistance

There are government resources at Federal, State, and local levels available to you.

DOD REFERRAL Program.—The REFERRAL Program is designed to assist the 60,000 to 65,000 servicemen who retire from the Armed Forces each year. It provides counseling services, with the general objective of voluntary registration of the retiree into a computerized man-job matching service on a nationwide basis. You should consider the REFERRAL Program in your job search, not as a placement service, but as one step in obtaining contacts with employers who have reviewed the basic information on you which is contained in the system, and who are interested in the talents, skills, or capabilities you possess. It will be up to you to provide your own written resume and follow up the initial contact with the completion of application forms, interviews, or any other action the employer may require.

U.S. Training and Employment Service.—This nationwide system is a coordinated effort between the Department of Labor and the separate States. Each State has one or more employment offices affiliated with the U.S. Training and Employment Service. Together, they provide information on the local job market and job vacancies in local areas, counseling and guidance, advice on personal resumes, career selection, and adjustment to jobs.

U.S. Civil Service Commission.—The Commission can advise you on positions with the Federal Government. For information on the U.S. Civil Service, visit one of

The Telephone Directory can be a good helping hand

MARYLAND STATE GOVERNMENT

MARYLAND STATE OF –
Dept of Economic Development
State Ofc Bg Annapolis Md – 301-268-3371
Dept of Education –
Vocational Rehabilitation Div
5809 Annapls Rd Bladnsbrg – 864-5678
Vocational Rehabilitation Division
3820 40th Av Brentwd – 927-8966
Department Of Emplymnt Security –
Maryland State Emplymnt Serv –
4316 Farragt Hyatts ..... UN 4-2100
11262 Ga Av Wheatn 949-5300
Columbia Ofc
Village of Oakland Mills
Ofc Bg Md – 301-730-0880
Waldorf Md 301-645-7363
Unemployment Ins Div –
4316 Farragt Hyatts ..... UN 4-2100
11262 Ga Av Wheatn 949-5300
Veterans Emplymnt Serv –
4316 Farragt Hyatts ..... UN 4-2100
11262 Ga Av Wheatn 949-5300
Work Incentive Program –
6001 Sheriff Rd Fairmont Hts 322-9215

UNITED STATES GOVERNMENT

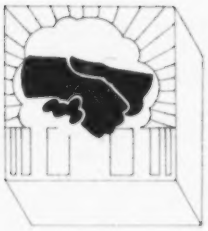
EMPLOYERS SERVICE
1001 Conn Av Nw 393-7977
2201 Wilson Blvd Arl 524-9608
421 King Alex 548-5232
Employment Agencies Maine Emplymnt Centrs
1107 I Nw – 737-1911
Employment Service D of C Offices –
(See United States Government)
Employment Service D of C Offices –
(See US Government Labor Dept of)
Employment Service Maryland State –
See Maryland State of
Employment Service United States National Office –
(See United States Government)
Employment Service Veterans Rep –
(See United States Government)
Employment Service Virginia State –
See Virginia State Employment Service
EMPLOYMENT SERVICES INC
733 15th Nw – 347-1434

VIRGINIA STATE GOVERNMENT

CIVIL SERVICE COMMISSION
1900 E Nw 655-4000
Appeals Examining Ofc 632-4525
Examination Inf 737-9616
Federal Job Inf 737-9616
Interagency Bd of US Civil Serv Examiners
for Wash DC – 737-9616
Ofc of Complaints 632-6057
Ofc of Pub Affairs 632-5491
Ofc of the Gen Counsel 632-4632
Retirement & Ins Inf 737-9877

V

VETERANS ADMINISTRATION – U S –
Veterans Benefits Information 347-1121
Check Inf 347-1121
Compensation & Pension Benefits 347-1121
Education Benefits 347-1121
Home Loan Inf 347-1121
Ins Inf 347-1121
VA Hospital –
50 Irving Nw 483-6666
Day Care & Treatment Centr
50 Irving Nw – 483-6666
Mental Hygiene Clinic 50 Irving Nw 483-6666
Outpatient Serv 50 Irving Nw 483-6666
Veterans Benefits Office 2033 M Nw ..... EX 3-4120
Central Office 810 Vermont Av Nw ..... EX 3-4120
Veterans Reemployment Rights Office of
Constitutn Av & 14th Nw – 393-2420
Visa Ofc ..... See State Dept of-US Govt Section
Vocational Rehabilitation Admin –
See Health Education & Welfare



the 65 area offices of the U.S. Civil Service Commission. There is at least one of these in each State, listed in the telephone directory under "U.S. Government." These offices operate Job Information Centers to advise applicants. Information on Federal Government positions is also available at State employment offices affiliated with the U.S. Training and Employment Service. In rural areas, the local U.S. Post Office can direct you to the nearest U.S. Civil Service facility.

Veterans Administration.—The Veterans Administration does not act as an employment agency, but provides counseling services to veterans and can inform you of veterans' rights and benefits, including the education and training which you may require as preparation for entering a specific civilian occupation, or for fulfilling the requirements of a specific job offer. In addition to its headquarters in Washington, the Veterans Administration operates through Regional Offices throughout the United States and through Veterans Assistance Centers in many major metropolitan areas. Assistance from the Veterans Administration while on active duty may be obtained by filling out VA Form 21E-1990a, Serviceman's Application for Programs of Education or Training, and mailing it to the VA Regional Office covering the area where you are stationed.

State, county, and municipal civil service systems.—There are a large number of job opportunities in State and local governments. (See appendix A.) There is normally a civil service system at each local government level from which information can be obtained on job openings, requirements, and salary ranges.

Small Business Administration.—The Small Business Administration is a Federal Government operation that provides information and advice to small businessmen. Included in their services is a system whereby a man operating, or planning to open, a small business can obtain local professional advice from volunteer consultants—either retired businessmen and executives, or active ones willing to devote part of their time to assisting less experienced owners and operators. Appendix C provides additional details on this consultant service. It is particularly significant for the retiree who contemplates a business of his own, or a franchise operation within a business corporation.

Private Employment Agencies

Private employment agencies, like public employment offices, bring qualified candidates and job openings together. Private employment

agencies, unlike public employment offices, charge a fee for their services.

Employment Agencies bring qualified candidates and job openings together. They do not all operate alike.

Some employment agencies charge their fee to the jobseeker. They operate as a job-finding agency for the applicant.

Other agencies charge the employer a fee and act as his agent in finding employees.

Some agencies combine these services, charging either the applicant or the employer, and sometimes partially charging both for their services.

Most of the States, the District of Columbia, and Puerto Rico have laws regulating these agencies. The States without such laws are Alabama, Mississippi, New Mexico, and Vermont. Each of the jurisdictions with such a law requires employment agencies to be licensed; some laws restrict the amount of the placement fees such agencies may charge, and 25 prohibit fees for registration—that is, paying the employment agency for registering with it for help in obtaining employment. If, however, you are given assistance in writing a resume, or specialized testing, a charge may be made. It is wise to check the local or State laws before registering with an employment agency. When you accept a job (or a referral) you will be requested to sign an agreement which specifies your responsibilities and those of the agency, lists the scale of fees, and describes the methods of payment.

Executive Recruiters. Executive job agencies are usually retained by management to find executives for them; payment is made to the agency by management. The type of person these agencies seek is more highly qualified than those normally listed by regular employment agencies. The military retiree should bear in mind that executive recruiters are operating to satisfy the employers, not employees, and are looking for people who can contribute to the efficiency of some business or industry.

Employment Counselors. These agencies charge the individual for career guidance that may lead to a job. Fees are usually based on the amount of counseling desired by the client and part of the fee is normally paid in advance. Few of these agencies offer any guarantee of a job for the fee paid.

The type of service obtained from commercial agencies depends on what the applicant needs. Before enlisting their help, he should ask some questions:

How much will the charge be? Service charges vary. Although the higher fees may indicate

superior service, this is not always true. The reputation of an agency can often be determined by making inquiries to employers, friends, the local Better Business Bureau, or Chamber of Commerce. It is generally unwise to pay a fee before accepting a position located for you by the agency.

What happens if I get a position through an agency and then lose it? If you leave the position through no fault of your own, most agencies will charge for a temporary rather than a permanent position and will retain a percentage (usually 10 or 20 percent) of your gross earnings on the job and return the balance of the fee you paid; they may offer you another position in lieu of the refund. If you are responsible for your loss of position, you will normally have to accept loss of the fee. Some agencies may make allowances for your holding the position only a short while. Depending on the State law, the agency may be required to make an adjustment in the fee. It is advisable to check with the agency about leaving a position obtained through their services.

What if I change my mind between being referred to a job and reporting for work? The full service charge is usually retained by the agency in these cases.

Upon enlisting the help of a commercial agency, the retiree should check this list of reminders:

- ☐ Read and fully understand any contract before signing it. Any oral promises contrary to those in the contract should be put into writing and signed by the agency owner or manager.
- ☐ Any position accepted through the agency should be carefully considered; you most probably are obligated to pay the agency on acceptance of a position.
- ☐ If you find that the agency has sent you to a firm which has not agreed to see you, check with the agency at once.
- ☐ Be sure to inform the agency if there are restrictions on how you want your resume distributed. Most agencies will send your resume to many employers. If there are firms or industries in which you are not interested, let the agency know.
- ☐ Be honest with the agency. Inform them of any adverse information about yourself in order to avoid later embarrassment.
- ☐ It is to your advantage to cooperate with the agency. Inform them of the results of interviews obtained through their services. Accept their advice on interview techniques and resume information; they have an interest in placing you.

- ☐ If you have any doubts about an employment agency, check its reputation with the local Better Business Bureau before signing a contract for its services. Any complaints you have about the agency should be submitted to the Better Business Bureau in writing.
- ☐ Be very careful about signing a note for the payment of the employment agency fee. Unless prohibited by law, the note may be discounted to a finance company. If this happens, and you lose your job for any reason within a short period, you have no redress. The finance company is interested only in receiving your payments. The employment agency already has its money.

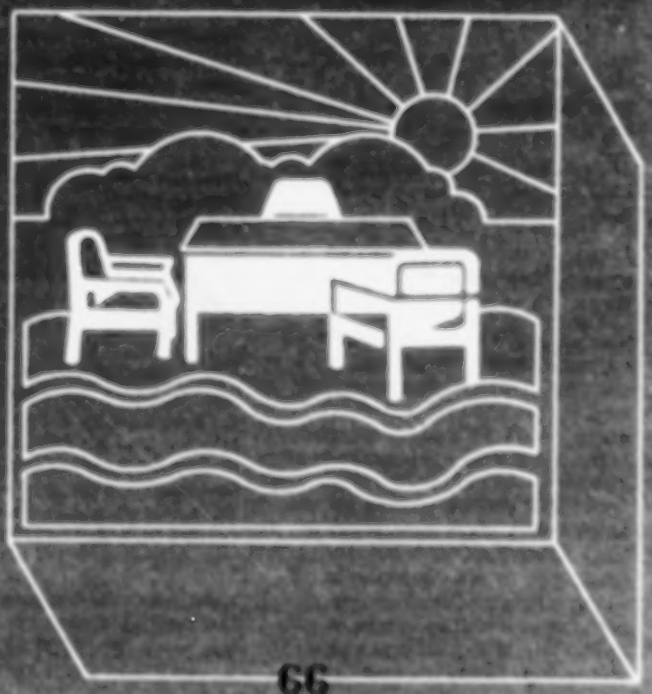
Consider local colleges or universities for such things as aptitude testing, psychological testing, or other psychological services. Many educational institutions offer such services at a nominal fee.

Also, there are numerous books and pamphlets on jobseeking and the writing of resumes which are available from libraries and bookstores.

Professional and Social Service Organizations

There are a large number of other sources of assistance, of great variety, from which the individual can choose. These include professional and social organizations, fraternal associations, clubs, and similar social institutions. A sample listing of these is contained in appendix F. The individual must make his own selection from such a list and include organizations of which he is—or may be—a member, or with which he is associated by race, creed, interest, education, or other affiliation.

SECTION 6
Bargaining Table



Landing the right job is a product of negotiation. This negotiation for employment is the final planning step for your second career.

You will have yourself to put on the table: your abilities, skills, experience, and potential, which the employer can use for profit.

The employer will have a job to offer that pays in money and satisfaction.

Ideally, both of you will end up agreeing that you are getting a good bargain for what you offer.

You should be able to approach each one of these bargaining sessions—employment interview, or personal application—with confidence. You have a wider experience in the world than a younger man. You know yourself better. You know what you are good at and the kind of work you should avoid. Your military service has accustomed you to making decisions, working longer hours than you probably ever will encounter in civilian life, and made you adaptable enough to fit into a new series of tasks in a lot less time than a younger man. You offer "instant experience" to an employer and a rapid return on his investment in you. These, along with the special skills you have that relate to the civilian job objective you have selected, are a part of what you can do for the employer, the subject most interesting to him.

There will probably be many sessions with employers and their staff members before you find the position that is the right one for you. Accept this: there is an advantage in working on a volume of applications and contacts. Each one increases your experience in negotiating with the employer. Each one can open up additional leads for you to follow and let you sound the market for your abilities.

Keep a "log," or diary, of your experience in applications and interviews. Note down the mistakes you seemed to have made and review them so they are not repeated.

Work on the principle of "Three Contacts":

- ☐ The Interview
- ☐ The Thank You Letter
- ☐ The Follow-up—by telephone or return visit

The "Three Contact" system keeps you—by name and qualities—before the employer for a week or more. It shows you are interested. It makes him aware of you, causes him to reconsider employing you, and keeps your name before him. It costs little and can have appreciable return.

Keep your contacts personal. Learn and record the names of the people you meet. Write and address them by name; nothing is more satisfac-

tory to a person than being identified as himself!

Remember that women comprise a large part of the business world and that your contacts with them are no less important than with the men you meet. Most of the lower level office workers—and some of the high-level ones—will be women. Their influence is important and they can be of great help to you. Recognize that they fill significant jobs, wherever they are employed.

Clerks, receptionists, and secretaries are usually called (and introduced) by their first names in a business office. Make it a point to learn their last names and address them as Miss (or Mrs.) _____ in your future contacts with them; they will look upon it as a mark of respect and appreciate it.

It is a compliment to any one of the personal contacts you make to ask him for the names of others who may be interested in your talents. Whether a man is interested in hiring you or not, he may know of others in the business world who need a man such as yourself. You can expand each individual contact to many more by merely asking. If you draw a blank, you have lost nothing but a little breath; if you get a name or two, you have an inside track on others who are knocking on the door. These are simple and effective techniques; use them to your own advantage.

The Interview

You are doing two things at the interview:

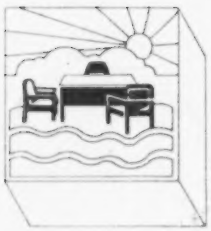
- ☐ Selling yourself to the interviewer or employer.
- ☐ Buying the job offered.

The employer doesn't have to buy you or sell you the job you want, but you can make him want to do both by selling yourself to him. You may not be successful in this every time, especially the first few times. Not every interview will be enjoyable. Don't be disappointed at making a mistake. Interviewing, like advertising, takes preparation, concentration, and experience.

Exercise some modesty in presenting your qualifications. Don't overwhelm the interviewer with things you have done that are beyond the scope of his company or operation. Watch for an opportunity to present what you can do for him, then present it fully, within the scope of his manpower, production, or money resources. This also will form the basis for fair pricing of the job when the subject of pay or salary is reached.

Prepare yourself before the interview by finding out as much as you can about the company you will visit. List the questions you can ask:

- ☐ Finance, gross sales, net profit.



- ☐ Expansion or diversification plans.
- ☐ Key executives, their backgrounds.
- ☐ Business competition.

During the interview, be concerned with the person to whom you are talking. Rather than trying to impress him, focus on his needs, his concerns, and any erroneous impressions he may display while talking to you. If necessary, force yourself to listen and exercise some caution on pushing your merits forward.

Try to get the interviewer to talk about his own business: its successes and problems, its past and future plans.

Be ready for opening questions. They are usually:

- ☐ What can I do for you?
- ☐ Tell me about yourself.
- ☐ Why are you interested in this company?

Think of these questions while you are preparing for the interview.

What can I do for you? Do you want to apply for a job in some particular operation of the company? Are you seeking something further than the job you are applying for; a progression into a more advanced position after you have proved yourself in this new career? Are you interested in moving on and up with a company you have selected because it is dynamic and expanding?

Tell me about yourself. Tell the things about yourself that you think the interviewer wants to know. Include some of the vital statistics—you are married or single; you are a graduate of some school or course—but relate as much about yourself to his operation as you can. This may take some homework before the interview, but it will be well worth it.

Why are you interested in this company? Again, homework. If you have looked into the company as an organization it won't be difficult to express something of interest that they will appreciate and which you will gain from.

Keep in mind that most companies —or any other type of hiring institution—have two basic questions about each applicant that must be satisfied:

- ☐ Why is he interested in this organization?
- ☐ What does he have to offer us?

If, at the conclusion of any interview, you have satisfied those two questions in the mind of the employer you will have gone a long way in interesting him in you.

Stay away from military subjects unless they are a specific asset in interesting the employer in you, and even then, be careful of over-

emphasizing your military background. Relate your service experience to what it shows you can do, not who you were. Give the impression that you are now pointed ahead, toward using what you have learned in the civilian world.

Watch for sales resistance on the part of the interviewer.

Don't try to impress him; instead, be alert to his needs, his concerns about you, or any erroneous impressions he reveals.

Seek to understand and clarify what is troubling him.

Search for and seek to expand upon areas where the two of you seem to be in accord.

Remember that it is possible the man you will be talking to has had some past military experience himself, but of a different kind from yours—whether as a junior enlisted man or officer, or for just a few years. His outlook on the military services may be different from yours—perhaps as a junior preconceived opinions on career servicemen, senior NCOs, or officers. If these come out in the conversation, it is a time for you to listen, not push. Once you know his position, try to show that you are not a "type," but an individual person who can do something for him in his business. Get the interview back on the right track: a job opening and a man who can fill it properly.

The interview also is an opportunity for you to size up the place where you may work. You are incurring no obligation by appearing; instead, you are being permitted something of an inside look into the operation. While the interview is in progress, consider the things

that may affect you as an employee:

- ☐ Is it the kind of place where you would like to work?
- ☐ Will you enjoy the people you will be working under, and with?
- ☐ Will you be doing what you want to do?
- ☐ Is there an opportunity to move up in the organization to positions of greater influence and responsibility, increased salary, or access to new opportunities?

Your visit should include, if possible, spending some time with the person who will actually supervise your work. This will let you judge whether he will be easy to approach and will provide the information or guidelines you will need to do the job well. A helpful supervisor is one who is not only concerned with the purposes of the organization, but is interested also in the forward and upward movement of the employees associated with his part of the operation. Even more important,

the participation of this supervisor in the decision to employ you will cause him to have a personal interest in your future success with the company.

Working Conditions

Your retirement income allows you to be selective about the working conditions under which you will function in civilian life. You have worked many years for the reward of financial security; it now permits you to pass by any job where you can see you will be unhappy in your work. As you visit places of potential employment, attempt to look at them from these standpoints:

- ☐ Are the employees now in the firm satisfied with their working conditions?
- ☐ How does the employer, or supervisor, really get things done? Does he play one employee, or group, against another, or does he build his work force around cooperation?
- ☐ Does he have a reputation for recognizing the talents and contributions of his employees? Or, does he play the Boss game all the way?
- ☐ Does the employer promote or pay on the basis of ability, self-improvement, and good work; or, is his promotion system based on seniority or favoritism?
- ☐ Does the employer have a program for training and development of the people working for him?
- ☐ Did the employer, in the course of the interview, complain about his work force, or did he seem proud of them?
- ☐ Did there seem to be a cordial relationship between management and the work force? Did the people you met, particularly the ones who first received you, seem proud of the company and congenial with one another?

These are only some of the questions that can be explored during your negotiations with a company for employment. If you are satisfied with your own reactions to the working conditions that are apparent to you in your contacts with the firm, you will be accepting employment in an organization that at least fulfills your basic requirements on these points. Without this, you may be buying a situation where adequate income is degraded by personal dissatisfaction with the day-to-day work environment. Happiness is the right job, not the wrong one.

The Question of Money

When your discussion with an employer gets to salary or wage range, it is a clear indication he is interested in hiring you. Let him bring up the subject first. This is an

important turning point in the interview. By this time, you will have had a chance to see what the job offers in things other than salary and to observe any possible disadvantages that could be offset by more income.

Because money is such a critical element at the bargaining table, you should enter any interview well prepared for how much you can request and how little you can accept.

Protect yourself beforehand by looking into the general wage range offered for the position you want. You can do this by reviewing the want-ad columns, or through the local State and U.S. Training and Employment Service office.

Here are some other considerations on the general price tag you will want to place on your services:

- ☐ The lower limits of the wage range you will accept must satisfy your basic requirement for income. The higher limits of that wage range should not be so great that they price you out of the position you want.
- ☐ Remember that the wage range you accept is the beginning wage for you in that occupation. With rare exceptions, you will earn more than that beginning wage after the break-in period and a chance to prove your worth to the employer.
- ☐ Be realistic. You will be unlikely to find big city wages in a rural area, or rural living conditions in a metropolitan area. Be prepared for some slippage in matching all your desires, and expect to make some compromises between salary, living area, and work area.

- ☐ Keep in mind that your desired wage range and your qualifications for the job are related. High wages demand high qualifications. Sell your qualifications at what you believe they truly are worth in a competitive job market.
- ☐ Use your retirement income to your advantage. Most men must find employment that provides all the necessities of life to them and their dependents. You have one assured income and can afford to be selective and to concentrate on jobs that offer expansion, promotion, and increased future pay.

Your retirement income is a sensitive subject in civilian life. Private industry is fully aware that you leave the Armed Forces with retirement pay. It is less readily accepted that you have earned this annuity by your past service. You may encounter a tendency to offer you a lower salary than is warranted by your abilities.

Your retirement income should not be a consideration in how much you

are worth to a company. It is something you receive for past public service. No employer would presume to inquire what stocks or bonds an applicant held, what property he owned, or what inheritances he had received. Your retirement income has the same basic meaning as a civilian applicant's income-producing property, or income from past investments. None of these is a meaningful consideration in how much the individual is worth to the company hiring him.

How do you handle this question when it comes up?

The first thing to do is understand the employer's position. This puts you at an advantage. He is thinking of himself, or his company. You are thinking of your interests and his attitudes. This is the time to keep cool. Help the employer to recognize that military retirement income falls outside the arena of legitimate salary negotiation. Open up areas of possible agreement and understanding: Is the salary you mentioned open to negotiation? Are you willing to trade off some salary for an opportunity to enter a new career, and does the employer stand ready to increase your salary as your civilian experience increases? Let the employer know that you are ready to meet his expectations and standards on a competitive basis. You may find it useful to mention that your former military status permits you to obtain Government-subsidized training in almost any occupational field at no expense to his management. (Specific information on this can be obtained from the Veterans Administration.)

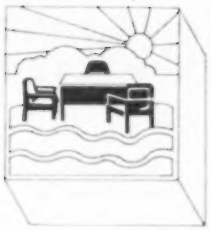
Locate and define the employer's doubts and respond to them candidly. Show him you are trying to move toward a satisfactory settlement of the salary question without anger, confusion, or emotion. Demonstrate that you are not the one stirring up differences. Let him be the judge of your reasoned approach to his questions and issues. The salary question is a critical one because it does not come up until the company is really interested in your talents. This is the time to proceed to an agreement, not disrupt the exchange. You, not they, have the final word: Will you accept the job at their price?

Planning Ahead

You must clearly understand your own financial circumstances if you want to avoid being at a disadvantage when negotiating for a salary.

Most military retirees will find that their annual income at age 65—a total of their retirement pay and social security—will be less than their last active duty pay. This financial step down into a lower income bracket is not necessary. You

Interviews are two-way streets



can plan, now, to supplement that total income in two ways: by obtaining retirement benefits from your second career; or, by providing it to yourself out of your earnings.

For each $1,000 of supplementary annual income you may want at age 65, you will have to accumulate capital of $20,000. For a man of 41 years, this means setting aside $36 each month. Through an annuity, the same payoff at age 65 would normally take a monthly investment of about $25, without the amassing of $20,000 capital.

Consider these factors in your salary figures. Deduct them from your take-home pay as a contribution to your future security. For, without an income from civilian employment, you must consider allocating a part of your retirement income to the same end: security after your primary wage-earning years are over.

Short-Term Employment

What if you do not find the position you want after a few weeks or months of searching? Then you must consider some kind of compromise.

The most dangerous course is to compromise your basic objectives: the realistic salary scale you have set; the type of work; perhaps the location you desire. Equally critical is the lifetime income you will earn. Three months, six months, a year of idleness takes a substantial slice out of that sum: thousands of dollars; perhaps tens of thousands.

In such a circumstance, a short-term employment objective offers considerable advantages. You may have to set aside your ultimate salary goal, but your other main objectives can be accommodated by temporary as well as permanent employment. Accepting a 30 percent cut in your desired civilian income may permit you to enter the kind of work you want, where you want, without the more important losses of annual income, selected type of work, and desired job area.

Accept such employment as a temporary condition. It will give you job experience in your selected field, provide opportunities for permanent and full-scale employment in that field, and provide a reasonable additional income while learning much more than you would learn by perusing the want-ad columns during the same period of time.

Your employer gets a bargain by hiring a man of considerable talent at a wage below the normal scale. On such a basis, he can accept the short-term employment offer and still profit from the arrangement.

You gather experience along with increased income, and when the

opportunity arises to be placed in permanent employment you have a reference instead of a period of unemployment in your personal record.

This may have been called a stop-gap measure during your military career. To you, as a retiree, it is more appropriately a stop-loss measure, for you stand to lose on any protracted period of unemployment.

The Age Factor

The Congress of the United States has prohibited discrimination in employment on account of age. Their action is set forth in Public Law 90-202, the Age Discrimination in Employment Act of 1967. This law promotes the employment of older workers based on ability rather than age. It prohibits arbitrary age discrimination in employment and helps employers and employees find ways to meet problems arising from the impact of age on employment. It protects most individuals who are at least 40 but less than 65 years of age from discrimination in employment based on age in matters of hiring, discharge, compensation, or other terms, conditions, or privileges of employment. Employers of 25 or more employees are covered, as well as labor unions and employment agencies. None of these is allowed to use printed or published notices or advertisements indicating preference, limitation, specification, or discrimination based on age.

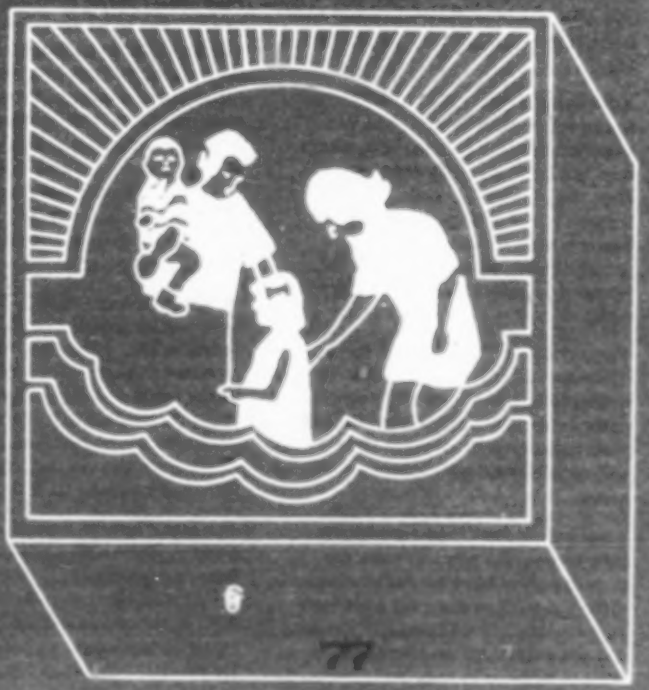
The Act is enforced by the Wage and Hour Division, U.S. Department of Labor, Washington, D.C. 20210. Inquiries or complaints should be referred to the Division's National Office in Washington, D.C., or to any of its field offices located in major cities throughout the United States and listed in the telephone book under "U.S. Government–U.S. Department of Labor."

The prohibitions of the Act do not apply:

- ☐ where age is a bona fide occupational qualification reasonably necessary to the normal operations of the particular business;
- ☐ where the differentiation is based on reasonable factors other than age;
- ☐ where the differentiation is caused by observing the terms of a bona fide seniority system or any bona fide employee benefit plan which is not a subterfuge to evade the purposes of the Act;
- ☐ where discharge or discipline of an individual is for good cause.

Although this law prohibits such practices, it may not entirely prevent them. Since your birth date is merely a statistic, your best response to the problem of age is presentation of yourself at a personal interview. There you can be judged by appearance, conduct, and ability.

SECTION 7
A Family Affair



If you have a wife and family—and most retirees do—there are considerations relating to them that are a part of your overall decisions in the transition from military to civilian life.

Your wife is generally in the same age bracket as yourself. She has experienced, in her own life, much that has been directly associated with the Armed Forces: periodic transfers and changes of duty; Government quarters; military social life; recurrent shipment of household effects; or long separations.

Your children, if you have sons or daughters of school age, have similarly experienced a life where school dislocations are normal and playmates or friends have been lost and regained on each successive move.

Your retirement is an important step to your family. It means a stability they have seldom known, after the final move into a civilian community. It will probably mean the advantages of an increased annual income to the family—your civilian earnings added to your retirement pay. It will mean opportunities to them, as well as to you, for a more even pace of life under improved circumstances. They will share in what you have earned by your past service.

Your selection of location—where you will live, at least initially, in your new career—should be a family decision, weighing your employment opportunities against the advantages or disadvantages presented to your family.

Forecast, as well as you can, the educational requirements of your children and assess their effects on your decisions regarding employment and location. Forecast, as well, their growing independence, the times when they will go off on their own, either through marriage, or into the work force. Estimate not only the expenses of higher education, but the reduction in income tax exemptions you will experience as your children become wage earners themselves. Such factors are contributory to computing your net earnings over the future years and the earning power you will have to exercise to live the way you want to live.

Consider the possibility of your wife working as the children grow to maturity. Many women choose to enter the world of work as their home responsibilities diminish. What difference will this make in your situation and does it have a bearing on the decisions you are required to make at this time?

Ask your family, as well as yourself, whether proximity to a military base is a governing factor in your decisions. How significant to your wife is the availability of a Government commissary, or service Exchange? How significant to your

Retirement is
a family affair

family is the availability of service medical facilities, including hospital care?

Another aspect to be considered is the establishment of a reasonably permanent residence, a new experience for many service families. Such a circumstance can be accompanied by both pleasures and problems and may entail a substantial investment in furniture as well as property. Expenses of establishing a home vary considerably from area to area. The high salary areas usually mean high property-value areas also. The desires of your wife and children in what kind of residence you occupy may be a surprise to you; you could even be shocked. The final decision, in all probability, will be a balancing of the aspirations of your family within your estimated earning power. Such a balance may affect your civilian employment objective and your selection of location.

It is well to remember that your wife is entering into a decision to which she has given much thought. What you eventually rent or purchase will be her home for a protracted period of time, not ending with the termination of your current tour of military duty. She may have been looking forward to such a settling down and have definite ideas as to its size, location, and facilities. She is experiencing a major change in her way of life, along with you.

Will your wife, in particular, feel the effects of separation from the service as keenly as you will? Many service wives immerse themselves in the social life of a military base; others may divide their activities between the local base and the local community; others are more civilian oriented and have become accustomed to becoming a part of the general community wherever they have gone. Retirement from the service is not retirement from people. Your wife will continue to seek the warm friendships that all mature people enjoy. They may be found in different ways:

- ☐ Through continuation of service-oriented social activities at nearby military facilities.
- ☐ Through business associates in the world of work.
- ☐ Through neighborhood activities in your selected community.
- ☐ Through working with volunteer social, religious, or charitable organizations.
- ☐ Through the resumption of education, particularly higher education.
- ☐ Through hobbies and similar activities outside of the home.

The choice—or choices—is highly individual and the listing above is far from complete. The important point is that any such decision is pertinent to your own at this time

and part of the overall considerations to be weighed.

If you and your family have been highly oriented to service life in the past few years, in such a circumstance as living on a major military base, attending base schools, using base recreation facilities, and generally conducting your social life among your military friends, it may be well to begin circulating into the civilian community before you retire. Start to learn more about the civilian world that will be your major environment in the future.

Keep in mind that this transition from military to civilian life will have an effect on your family as well as on yourself; that the change may be troublesome to them, also, and add to the strain on all of you. An initial disappointment in your job search can be aggravated by the equal disappointment of your wife. Both of you can become irritated in your own way, at some essential compromise between what you had planned and your capability for obtaining it within the first year of retirement. It is a time for understanding and "keeping your cool."

Conclusion

The targeting of your own tomorrow is a highly individual operation. The information in this guide has been generalized to cover as many as possible of the problems and solutions that could occur in each man's own situation. It may help, but cannot direct, your own life or future.

One thing remains to be said:

You will be doing yourself a disservice if you do not make at least one visit to a counselor before getting out of the service. Each of the Armed Forces provides such a counseling service for men on active duty. The titles may differ, but the function remains the same for all. These men and women have available to them much more than can be put into booklet form. They are oriented toward the problems and circumstances of personnel of your own service. They are in contact with local as well as national agencies and facilities whose assistance you may be able to use. Whether your needs can be fulfilled in a single visit, or a dozen, they are there to help you make the transition to tomorrow.

APPENDICES

A B C D E F

Appendix A State and Local Government Positions

STATE AND LOCAL GOVERNMENT POSITIONS

Positions in State and local governments (county, parish, city, township, borough, etc.) cover a wide range of skills and functions. Many of these offer particular opportunities to the generalist as well as to the specialist, in a work environment much more similar to military service than the majority of jobs in business and industry.

The following listing of general job categories with examples is representative of the types of positions likely to be available in the non-Federal governments.

Budget and Finance

- ☐ Auditors
- ☐ Controllers
- ☐ Revenue Collectors
- ☐ Fiscal Affairs Officers
- ☐ Budget Analysts
- ☐ Accountants
- ☐ Budget and Management Officers
- ☐ Purchasing Officers

Engineering and Public Works

- ☐ Field Engineers
- ☐ City Engineers
- ☐ Air Pollution Control Officers
- ☐ Construction Inspectors
- ☐ Dust and Mine Gas Engineers
- ☐ Public Utility Directors
- ☐ Public Works Directors
- ☐ Mechanical Maintenance Supervisors
- ☐ Survey Officers
- ☐ Sanitary Engineers
- ☐ Fleet Superintendents
- ☐ Traffic Engineers
- ☐ Building-Zone Officers

General Government

- ☐ Municipal Management Administrators
- ☐ Administrative Analysts
- ☐ Directors of Administration

- ☐ Public Administrators
- ☐ City Managers
- ☐ Directors of Community Services

General Management Systems and Electronic Data Processing

- ☐ Computer Systems Analysts
- ☐ Data Systems Specialists
- ☐ Programer-Analysts
- ☐ Programers
- ☐ Systems Analysts

Health, Welfare, and Hospital Administration (Non-M.D.)

- ☐ Public Health Education Directors
- ☐ Social Workers
- ☐ Physical Therapists
- ☐ Occupational Therapists
- ☐ Environmental Health Directors
- ☐ Psychometrists
- ☐ School Health Supervisors
- ☐ Mental Health Service Directors
- Dietitians
- ☐ Social Welfare Supervisors

Personnel and Training

- ☐ Personnel Directors
- ☐ Directors of Personnel Services
- ☐ Personnel Analysts
- ☐ Directors of Training
- ☐ Test Technicians
- ☐ Employment Administrators
- ☐ Employee Benefits Administrators
- ☐ Directors of Manpower
- ☐ Classification and Pay Officers

Planning and Community Development

- ☐ Community Resource Development Specialists
- ☐ Planning Directors
- ☐ Researchers
- ☐ Directors of Urban Renewal/ Development
- ☐ Social Planners
- ☐ Relocation Administrators
- ☐ Planning Officers
- ☐ Community Relations Coordinators

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- ☐ Physical Planning Coordinators
- ☐ Demographers
- ☐ Model Cities Analysts

Special Programs

- ☐ Recreation Supervisors
- ☐ Youth Services Directors
- ☐ Museum Curators
- ☐ Public Information Officers
- ☐ Directors of Services
- ☐ Writers/Editors
- ☐ Claims Examiners
- ☐ Librarians

Teaching, Research, and Educational Administration

- ☐ Instructors
- ☐ Researchers
- ☐ Teachers
- ☐ Librarians
- ☐ Transportation Specialists
- ☐ Administrative Officers
- ☐ Program Directors
- ☐ Fiscal Officers
- ☐ Utilities and Maintenance Specialists

The increased attention throughout the country toward housing and urban development is a factor that should be considered in the selection of job targets within State and local governments. By 1970, there were 707 urban renewal programs, 2200 public housing programs, and 200 model cities programs in existence. These represent a wide variety of disciplines and needed skills or experience in functions where the expanding requirements for human talents provide opportunities for advancement.

Another area of expanding interest and concern is the environmental sciences, solving the massive and

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growing problems of water, air, and land pollution.

A third such area of expansion in local government is urban planning, including transportation.

The eligibility of retirees for positions in local government is based largely on their academic qualifications and military experience. Local governments seek personnel who can competently fill the open positions; few positions allow concurrent training to meet the demands of the job. A retiree interested in State or local government as a new career should therefore relate his existing qualifications to the available openings. Where he feels that additional training or education may be required, it is advisable that he complete it before actual application for positions. Service counselors are able to provide information on vacancies and requirements in such fields as city management.

Appendix B Education and Education Services

EDUCATION AND EDUCATION SERVICES

Current forecasts on the education profession from the Bureau of Labor Statistics, U.S. Department of Labor, indicate that the need for teachers during the period 1970-1980 will be substantially reduced from previous projections if the current rate of teaching graduates continues. Job openings for elementary and high school teachers, for example, are expected to total 2.4 million from now until 1980, while the supply of such teachers during the same period will reach 4.2 million if the present trend continues. This projection indicates that the teaching situation for the next 10 years will be the reverse of the 1960's, when the demand for teachers far exceeded the supply.

While such a projection does not mean that a demand for teachers will disappear during the next decade, it is clear that the teaching profession will not be the dynamically expanding field it has been for the past 10 years.

Education services—the nonteaching positions—are expected to continue to demand a large number of skilled persons during the decade 1970-1980.

Education is a big business in the United States. It currently involves over $38 billion of public funds annually. There are more than 20,000 school districts in the country which are concerned with the education of 46 million students below college age. These statistics do not inlcude colleges and universities, parochial, or private schools.

The system of public education is nationwide; private schools are

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equally widespread. This situation results in a broad selection of locations for both teaching and nonteaching positions in the educational field.

Detailed information on schools, school districts, key personnel, and mailing addresses are contained in the several publications produced by the U.S. Office of Education, U.S. Department of Health, Education, and Welfare. These documents, available at most public libraries and educational institutions and on sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402, give complete listings of all public schools, with other pertinent information:

- ☐ Education Directory, Part 1, State Governments (Education)
- ☐ Education Directory, Part 2, Public Schools Systems
- ☐ Education Directory, Part 3, Higher Education
- ☐ Education Directory, Part 4, Education Associations

TEACHING POSITIONS

Eligibility for teaching positions at the senior college level is largely determined by the colleges and universities themselves. For teaching below the senior college level, individuals should make inquiry on the certification standards required. One source of this information is the "Manual on Certification Requirements for School Personnel in the United States" published by the National Education Association. This book may be found in some libraries, and is used as a reference by most teaching institutions. Another book of interest to those considering a teaching profession is "Teaching Opportunities" published by the Office of Education, U.S. Department of Health, Education, and Welfare.

POSITIONS IN EDUCATION SERVICES

There are numerous positions within the public and private school systems of interest as second careers for retired military personnel. The type of work required is often compatible with military skills. As nonprofit institutions, the operations and functions of school systems have several similarities with the military services. They are budget controlled. They operate on a predetermined annual cycle, less affected by economic changes than business or industry. The system of seniority and promotion is not unlike that of the Armed Forces. They offer a wide variety of activities familiar to the military man:

- ☐ Transportation
- ☐ Administration
- ☐ Public Information
- ☐ Fiscal Control
- ☐ Library
- ☐ Public Utilities
- ☐ Business Management
- ☐ Supply
- ☐ Financial Aid
- ☐ Medical Care
- ☐ Building Maintenance
- ☐ Grounds Maintenance

Appendix C Management Assistance Program

SMALL BUSINESS ADMINISTRATION

Assistance Program

The Management Assistance Program conducted by the Small Business Administration is designed to reduce the number of failures experienced by new small businesses because of poor management.

The methods used are those of counseling and training in the local community by local volunteer instructors and advisors experienced in small business operations.

The managerial potential of the small businessman is evaluated, his education and experiences are assessed, and his knowledge of business needs is examined. Where a need for management assistance is determined, a plan is developed to correct discovered weaknesses, with a time phasing of at least 12 months of counseling and needed training. Functional areas covered by this assistance may include any of the following:

- ☐ Market feasibility
- ☐ Location
- ☐ Money needs
- ☐ Initial stock
- ☐ Layout
- ☐ Merchandising
- ☐ Advertising and sales promotion
- ☐ Recordkeeping
- ☐ Insurance
- ☐ Taxes and regulations
- ☐ Credit and collections
- ☐ Personnel
- ☐ Future planning
- ☐ Technical skills
- ☐ Other deficiencies

Volunteer instructors and advisors are members of two organizations:

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Service Corps of Retired Executives (SCORE); and Active Corps of Executives (ACE).

SCORE counselors work without fee, other than reimbursement of out-of-pocket expenses by their clients. They provide management counseling and guidance to small businessmen, using their own experience to help the small businessman succeed and make his operation more profitable.

ACE volunteers are recruited from active, rather than retired, executives. These are men and women in midcareer themselves, with business knowledge and experience combined with a willingness to devote their own time and effort in assisting new small businessmen. They also work without fee except for reimbursement of expenses by the client.

Management training, by either SCORE or ACE volunteers, offers four types of assistance to the small businessman:

- ☐ Training courses
- ☐ Conferences
- ☐ Problem clinics
- ☐ Workshops for prospective business owners

Followup courses on single broad management functions (personnel management; financial management) are also offered, as well as courses cosponsored by colleges or universities, chambers of commerce, or local business organizations. A nominal fee may be required in such courses to cover expenses.

Assistance through the Management Assistance Program is widespread, with 165 active SCORE chapters at of the end of 1969.

Information on this program can be obtained from the Small Business Administration, 1441 L Street, N.W., Washington, D.C. 20416, and from local chambers of commerce.

Appendix D
Franchises

FRANCHISES

A franchise is basically the operation of a business under special privileges granted by a corporation holding rights in the merchandise or service offered to the public. These privileges may involve the use of some celebrity's name, the use of patented or copyrighted products, territorial protection from direct competition, or the advantages of national advertising of the product or services offered.

Most franchises require a substantial amount of initial capital, and involve a fee paid to the franchisor. The franchiser assumes all, or the greatest part, of the financial risk, but enjoys the special privileges not obtainable as an independent.

If you feel that a franchise operation offers you both satisfaction and profit, look over the field. Visit franchises already in operation and the franchise shows periodically presented in major metropolitan areas.

Your task is to find the right business for you, the right franchise for you, and the right kind of deal from the franchisor.

Reliable franchisors will give you literature on their operation, explain their program, and let you study any proposed contract with your own legal counsel. It is up to you to determine whether the concept presented is a sound one or not.

Study the product represented, whether it is a food operation, a service operation, or some kind of hard-goods sales outlet. You are a consumer and should have your own opinions on the marketability

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of what is being sold by making yourself whether it would be attractive to you or your family.

If the franchise is based on the name of some celebrity, make your own judgment on how much of an impact his (or her) name will be on selling the product.

What will the franchisor offer you as a businessman? Do you really need his help in setting up your own business? Whatever fee he wants, can you do better by putting the same amount of money into your own independent operation? Many franchises are worth every cent you pay into the fee they ask; others may not be. Get advice, both legal and commercial, before you put your name and money on the line.

Consider these factors:

- ☐ What are the weekly sales you can expect?
- ☐ What will be your cost of sales?
- ☐ How much labor will you need, and at what cost?
- ☐ What will it cost for rent and utilities, maintenance and services?
- ☐ How much will promotion and advertising cost, and how much can you expect from the national operation?
- ☐ Remember payroll taxes on your employees, and such things as insurance, group insurance, and group hospitalization.
- ☐ What will be the annual cost of licenses, snow removal, gardening, and donations to charities as a business?
- ☐ What will be your own operating profit? Will you have to put in 60 or 70 hours a week yourself to make it?

Legal counsel on the signature of any franchise contract is a must. The corporation with which you are associating will have their own counsel; you would be ill-advised not to have your own. You want a contract that satisfies your end of the bargain, one you can live happily with and prosper by.

There are special helping hands for you if you are considering a franchise type of business:

- ☐ National Association of Franchised Businessmen
  1404 New York Avenue
  Washington, D.C. 20005
- ☐ National Better Business Bureau
  230 Park Avenue
  New York, New York 10017
- ☐ Boston College Center for the Study of Franchise Distribution and Smaller Business
  Boston College
  Chestnut Hills, Mass. 02167
- ☐ Federal Trade Commission
  Washington, D.C. 20580
  (for free pamphlet: Advice for Persons Who Are Considering an Investment in a Franchise Business)
- ☐ Sales and Distribution Division, U.S. Department of Commerce
  Washington, D.C. 20230
  (for free booklet: Franchise Company Data)
- ☐ Small Business Administration
  1441 L Street N.W.
  Washington, D.C. 20416
  (for free booklet: Are You Ready for Franchising? No. 115, Small Marketers Aid Series)

Appendix E
Sales Occupations

SALES OCCUPATIONS AS A FIELD FOR RETIREES

The sales field presents retiring servicemen with a dilemma. It is a field where jobs are relatively numerous and it is one for which military personnel often hold negative feelings. With experience in a relatively predictable career system, they are not comfortable about entering what seems to be a volatile and unpredictable world in which the work itself and the rules of the game appear to be new.

The military man planning for career change may do himself a disservice if he does not look into the sales field. Sales are often an entry occupation in a company and, while some persons survive and even flourish in sales, others move on.

The occurrence of employment opportunities in selling, even in relatively poor times, reflects the constant search for top sales talent as well as for replacement of personnel who have moved from sales to executive and managerial positions, or who have dropped out of the field.

Individuals without definite ideas on what they want to do may be tempted by the existence of sales jobs when they do not possess the talent needed to succeed. The individual who is planning a second career should analyze whether sales may be an area for him.

The Department of Labor Occupational Outlook Handbook lists sales occupations in the following groups: 1) Securities, 2) Real Estate Agents, 3) Insurance Agents and Brokers, 4) Manufacturer's Salesmen, 5) Wholesale Saleswork-ers, and 6) Retail Salesworkers. Three-fifths of sales positions are in retail trade, and of these, 40 percent

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are filled by women. For military retirees, however, most job orders in the sales area are for Manufacturer's or Wholesale Salesmen and for jobs in Insurance work.

Some men may be able to sell anything, either in a commercial setting or elsewhere. Military men may have become quite skilled in influencing their superiors or their subordinates to adopt an idea or a course of action. Some men are able to sell only things they are personally sold on. If this applies, the individual needs to ponder what kinds of ideas, products, or services have appeal for him.

Some selling is based on better pricing, some selling is based on better service. The skills needed to convince a customer that he should buy a cheaper product may be quite different from the skills involved in comprehending a customer's problems, providing him with service, building a lasting clientele, and being a continuing center of influence in a client's business. A knowledge in depth of the product may be an essential element where the focus is on service to the customer or client.

The person who is considering selling as a career must have the ability to size up people's needs quickly and to adjust his own behavior in a wide variety of ways. He must like to be around people and be able to talk to them easily. The kind of sales work he enters—one-shot sales or building a clientele—may depend on whether he is more comfortable with transient or continuing relationships and what it is that he seeks to achieve in his work—to be competitive or to provide an important service for which people will pay. Whatever he seeks, he must have a strong desire to achieve it.

Salework appeals to those who like the independence of being on their own. The salesman is usually not bound by the desk; the sales themselves keep score for him. The sky is the limit and his kicks come from the challenge and creation of new approaches, the solving of new problems. Because business feeds on sales, the salesman is among the last to be dismissed in a recession. While selling usually does not offer the assured and steady income of a salaried job, it offers those with an enterprising bent the compensations which may be more satisfying than a fixed salary.

Appendix F Professional and Social Service Organizations

PROFESSIONAL AND SOCIAL SERVICE ORGANIZATIONS

The listings in this Appendix are not comprehensive, but provide a sampling of the many types of national organizations whose services and activities may be of assistance to the retiree. Complete local listings of such organizations may be found in the yellow pages of the telephone directory, under Associations, Clubs, Fraternal Orders, and Social Service Organizations.

ASSOCIATIONS

- ☐ Air Force Association
- ☐ Air Force Sergeants Association
- ☐ American Association of Retired Persons
- ☐ American Legion
- ☐ American Veterans of World War II and Korea
- ☐ Association of the United States Army
- ☐ B'nai B'rith
- ☐ Catholic War Veterans of the U.S.
- ☐ Coast Guard League
- ☐ Congress of Racial Equality
- ☐ Disabled American Veterans
- ☐ Fleet Reserve Association
- ☐ Jewish War Veterans of U.S.A.
- ☐ Marine Corps League
- ☐ Marine Corps Reserve Officers Association
- ☐ Military Order of the Purple Heart
- ☐ Military Order of the World Wars
- ☐ National Association for the Advancement of Colored People
- ☐ Naval Reserve Association
- ☐ Navy League
- ☐ Reserve Officers' Association of the U.S.

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- ☐ Retired Officers Association
- ☐ Society of American Military Engineers
- ☐ U.S. Armor Association
- ☐ Veterans of Foreign Wars of the U.S.
- ☐ Association of Regular Army Sergeants
- ☐ Naval Enlisted Reserve Association

CLUBS

- ☐ American Legion Posts
- ☐ Army Navy Clubs
- ☐ Kiwanis Clubs
- ☐ Knights of Columbus
- ☐ Moose Lodges
- ☐ Odd Fellows Halls
- ☐ Rotary Clubs
- ☐ Veterans of Foreign Wars Posts

FRATERNAL ORDERS

- ☐ College Fraternities
- ☐ Elks Lodges
- ☐ Knights of Columbus Councils
- ☐ Masonic Lodges and Temples
- ☐ Moose Lodges
- ☐ Odd Fellows Halls

SOCIAL SERVICE ORGANIZATIONS

- ☐ Jewish Social Service Agencies
- ☐ Legal Aid Societies
- ☐ National Urban League
- ☐ Junior Chamber of Commerce

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